

Growing Together with Our Customers



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A CAUTIONARY NOTE ON FORWARD-LOOKING STATEMENTS:

This annual report includes performance projections and descriptions of future strategies for use in connection with presentations and the provision of answers to inquiries, and these projections and descriptions are based on the judgment of the Company's management made in light of information available at the time of writing. Accordingly, these statements are not guarantees of future performance. Please be aware that actual results may differ greatly from those in the statements due to factors such as fluctuations in demand, currency exchange rates, and interest rates.



Our Management Philosophy

1

Growing Together with Our Customers

Our company has been sharing this philosophy as a starting point for all of our business activities since its formation.

We believe that the creation and provision of new values based on customers' perspectives will strengthen the relationship of mutual trust between our customers and the AMADA Group, and become a source of mutual development.

2

Contribute to the international community through our business

Our company recognizes that contributing to "manufacturing" conducted by our customers throughout the world leads to the development not only of local communities, but also the international community as a whole, and we conduct our business activities with the aim of providing the highest quality of solutions in each market around the world by optimally distributing our Group's management resources.

3

Develop human resources who pursue creative and challenging activities

Rather than being content with the present situation, we are constantly in search of new and better ideas to put into action in order to improve and enhance our business activities. This is the AMADA Group's basic philosophy of human resources development, and we believe that AMADA's unique corporate culture will be further developed by continuing to practice this philosophy.

4

Conduct sound corporate activities based on high ethics and fairness

We promote transparency and we comply with regulations in the AMADA Group's management and in all aspects of its business activities, and strive to further enhance its corporate value while conducting sound activities.

5

Take good care of people and the earth's environment

By treating the AMADA Group's stakeholders (such as shareholders, customers, business partners, employees and local residents) and the global environment with respect, we strive to continue to be a good company for both people and the earth.

We aim to contribute toward the achievement of the international Sustainable Development Goals (SDGs) through eco-conscious manufacturing rooted in the AMADA Group's management philosophy.

For more information on the Group's efforts related to the SDGs, please refer to pages 35–44.

SUSTAINABLE DEVELOPMENT GOALS
17 GOALS TO TRANSFORM OUR WORLD



Aiming to continue being the company of choice for society



Tsutomu Isobe

Representative Director, President

Review of Fiscal 2020

Even now, the world is still reeling from the continuous impact of the COVID-19 pandemic, not just on health, but also the significant impact on the world's economy. Amid these circumstances, I would like to express my deepest gratitude to all the essential workers and medical staff around the world who have fulfilled their duties and supported our lives.

In April 2020, AMADA carried out structural reforms and fiscal 2020, the year ended March 31, 2021, was the first year of the new AMADA. However, we were forced to make major production adjustments and furloughs on a global scale and, despite being on the road to recovery in the second half of the fiscal year, we ended with losses in both earnings and profits.

By geographical segment, domestic recovery was marginally slower than in other regions. Meanwhile, overseas North America showed a comparatively solid performance for the full year and Europe, Asia, and other regions also began to show signs of recovery by the end of the fiscal year. By division, the solid performance in the Sheet Metal Division was supported by the after-sales business. In other divisions, while there were major losses in earnings, there was some degree of improvement due to factors including the impact of recovery in the automobile industry.

Regarding profit and loss, while there was a decrease in profits, operating profit was ¥26.7 billion (down 23.0% year on year) and profit attributable to owners of parent was ¥18.5 billion (down 20.6% year on year). This was due to the effect of rational countermeasures that exceeded initial expectations, in addition to a gain on sale of fixed assets.

While the spread of COVID-19 had a significant impact on business, it was the driver for accelerating much-anticipated social change, requiring us to respond differently in all areas from digitization and environmental initiatives to workstyle reform and changes in people's values. Even at AMADA, it was a year where our operating activities and public exhibitions shifted online, teleworking continued for our employees' daily work, and there were remarkable changes to the work environment. Experiencing new risks

associated with the pandemic has made us keenly aware of the major impact of social risks on the business environment and the importance of companies' resilience to such risks. Sustainable companies are in ever greater demand during these difficult times. For AMADA, sustainability means actively fulfilling its role of creating a sustainable company together with all its stakeholders, and, by doing so, enhancing its corporate value and becoming an indispensable part of society in the future. To fulfill this role, we established our Basic Sustainability Policy in July 2021 as the first step toward becoming a sustainable company and selected material issues based on this policy. We are currently having a meeting with relevant departments to discuss our goals for 2030 and 2050, as well as to consider and promote specific measures. We will continue to work toward these goals with speed.

Regarding the outlook for fiscal 2021, revenue is expected to increase by 19.8% year on year, to ¥300.0 billion, and operating profit is expected to increase by 34.8% year on year, to ¥36.0 billion. While it is possible that the spread of COVID-19 will be brought under control by vaccinations, we expect the business environment surrounding the global economy to remain uncertain going forward due to factors such as the rapid increase in COVID-19 variants, the prolonged U.S.–China trade dispute, the finances of various countries, and the sustainability of the effects of monetary policies. Under such a business environment, the AMADA Group will continue to promote the reinforcement of its profit structure through cost cutting and the reorganization of sites and the pursuit of offensive management strategies focused on the post-COVID-19 changes to the business environment, such as expanding its product lineup, with a focus on lasers and bending, promoting automation, and reinforcing the after-sales business through V-factory, an IoT solution for customers.

Plan for Fiscal 2021

In fiscal 2021, while it is hoped that the reopening of the economy will continue due to vaccinations and other factors, we expect a slow recovery as the future of demand remains unclear.

We see the challenges brought on by such a market environment as an opportunity to change and will steadily make appropriate and meticulous preparations. This will not be an extension of existing measures, but instead a preparatory period before the coming growth stage in anticipation of the post-COVID-19 era. We will engage in specific innovative actions on a global scale by setting fiscal 2021 as the next year for solidifying a foundation for strategies aimed at growth and the reinforcement of our profit structure and implementing management strategies that are both offensive and defensive. A daily life full of inconvenience and uncertainty will continue for some time, but I believe we will overcome these challenging circumstances “together with our customers” and stakeholders.

In fiscal 2021, we will engage in the following four strategies based on the changes to the business environment mentioned above,

- ① Reform sales and service promotion
- ② Reform the development and production structures
- ③ Integrate management with three operating companies
- ④ Implement personnel reforms

① Reform Sales and Service Promotion

■ Early implementation of digital proposals and sales globally

Amid the COVID-19 crisis, while operations have shifted online for sales to a certain extent, we are also accelerating the digitization of sales methods, the optimization of the total workforce, and the appropriate placement of workers. As a result, we aim to enhance sales efficiency and profitability through a fundamental reform of the structure, which has heavy fixed costs while being in a market that is easily influenced by economic trends. As part of this digitization effort, we are actively utilizing digital tools such as virtual reality and augmented reality to enable our customers to experience manufacturing from the perspective of their processing technologies and products.

■ Reinforcement and expansion of the service business

We will also focus on reinforcing and expanding the service business, which maintained constant profitability even during the COVID-19 crisis. By proposing service products online that encapsulate changes in user preferences resulting from the COVID-19 and post-COVID-19 eras, we will secure a high revenue stream by leveraging our direct sales and service system.

② Reform the Development and Production Structures

■ Shift to a local completion style

The COVID-19 crisis has not only reaffirmed the importance of the supply chain and the need to reduce foreign exchange risks and logistics costs but also the fact that regional characteristics and needs are expected to become increasingly diverse. As a result, we aim to establish a structure that enables us to independently complete functions, such as product development, production, sales, and services in the three key regions of North America, Europe, and Asia (including Japan) to develop products that align with the needs of each region. One important issue is to create a development system in North America, which currently has the lowest localization rate. We believe that it is the mission of a machine manufacturer, and the source of its growth, to develop and supply products that meet the local market at a competitive cost.

■ Creation of a new production structure

Going forward, we won't just be investing in expanding our production capacity. We will continue making investments in software, with the aim of reinforcing initiatives for next-generation manufacturing by creating automation and laborsaving systems that thoroughly utilize IT. We will use IT to resolve issues, such as the labor shortage brought on by the aging population and diversification of the workforce, to create a production site that places importance on efficiency and is comfortable to work in for everyone. These issues at manufacturing sites are also issues at our customers' factories. As manufacturers in a similar position, we hope to apply the measures we have taken at our factories to develop products, propose solutions, and solve our customers' issues.

③ Integrate Management with Three Operating Companies

From April 2020, we relaunched the main operating company, which is responsible for the Cutting, Grinding, Press Automation Solution, and Micro Welding divisions, under the name AMADA to better suit its business. The diversification of needs in each industry, combined with a review of processing materials, has created business opportunities across industries, such as the use of fiber lasers in the steel material and cutting industries. In the 5G-related telecommunication field and in new markets where growth is expected, such as for electric vehicles and other digital and green technologies, the AMADA Group as a whole will take on the challenge of developing new markets through its project structure and comprehensive capabilities.

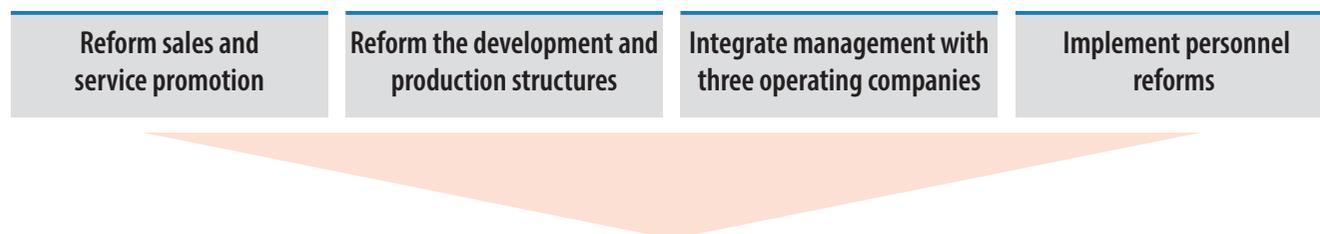
④ Implement Personnel Reforms

As previously stated, there are many important factors in our efforts

to become a sustainable company, and one of these is our employees, who we will build the future AMADA with. While the era of lifetime employment is over in Japan, we should be a company that employees want to continue working at. We will aim to create a fulfilling workplace where employees can leverage their individual strengths and fully demonstrate their capabilities.

In terms of the development of human resources, we are focusing on developing global human resources in line with the increase in the proportion of our businesses overseas and on training the next generation of human resources in anticipation of becoming a 100-year company. Additionally, we are working to increase the percentage of employees taking paid leave and policies to promote childcare leave for male employees to achieve work-life balance. We are also promoting the advancement of female and disabled

employees to enhance diversity in the workplace as the first essential step for becoming a sustainable company. As a measure for promoting the advancement of women, we will continue to actively recruit women and will concurrently create systems and provide training to suit their individual careers and life plans. To promote the advancement of disabled employees, we have launched a special subsidiary to support the expansion of opportunities for employees with disabilities and help them to become independent. Our employees have unique backgrounds and experiences, so their strengths and weaknesses are different. We believe that the easiest way to become a sustainable company is to create a workplace that fully leverages our strengths, compensates for our weaknesses, and embraces diversity.



A sustainable company that brings value to the whole of society

Policy on Shareholder Returns Dividends and Capital Policy

Finally, I will address capital efficiency and shareholder returns. In terms of improving capital efficiency, we have been working to reform the balance sheets since fiscal 2016, when the current Medium-Term Management Plan Task 3 2 1 was launched. We have steadily implemented measures, such as the off-balancing of lease receivables and sale of lease and idle assets by fiscal 2020. Going forward, we will continue to promote balance sheet reform.

Guided by these kinds of efforts, our basic policy on shareholder returns is to maintain a sufficient level of retained earnings to

prepare for future business expansion while continuously allocating profits in an appropriate manner. We also set a standard of implementing a consolidated dividend payout ratio of about 50%. Furthermore, we flexibly acquire treasury stock giving consideration to maintaining a healthy balance with strategic investment. For fiscal 2021, we intend to issue an annual dividend of ¥34 per share, making for a consolidated payout ratio of 45.5%.

	FY2019 (results)	FY2020 (results)	FY2021 (amended forecast)
Dividends (dividend payout ratio)	¥48 (72.8%)	¥30 (56.2%)	¥34 (45.5%)
Share buybacks	¥10 billion	—	Not yet determined
Total Return Ratio	115.6%	56.2%	Not yet determined

AMADA's Business Activities

Our Management Philosophy

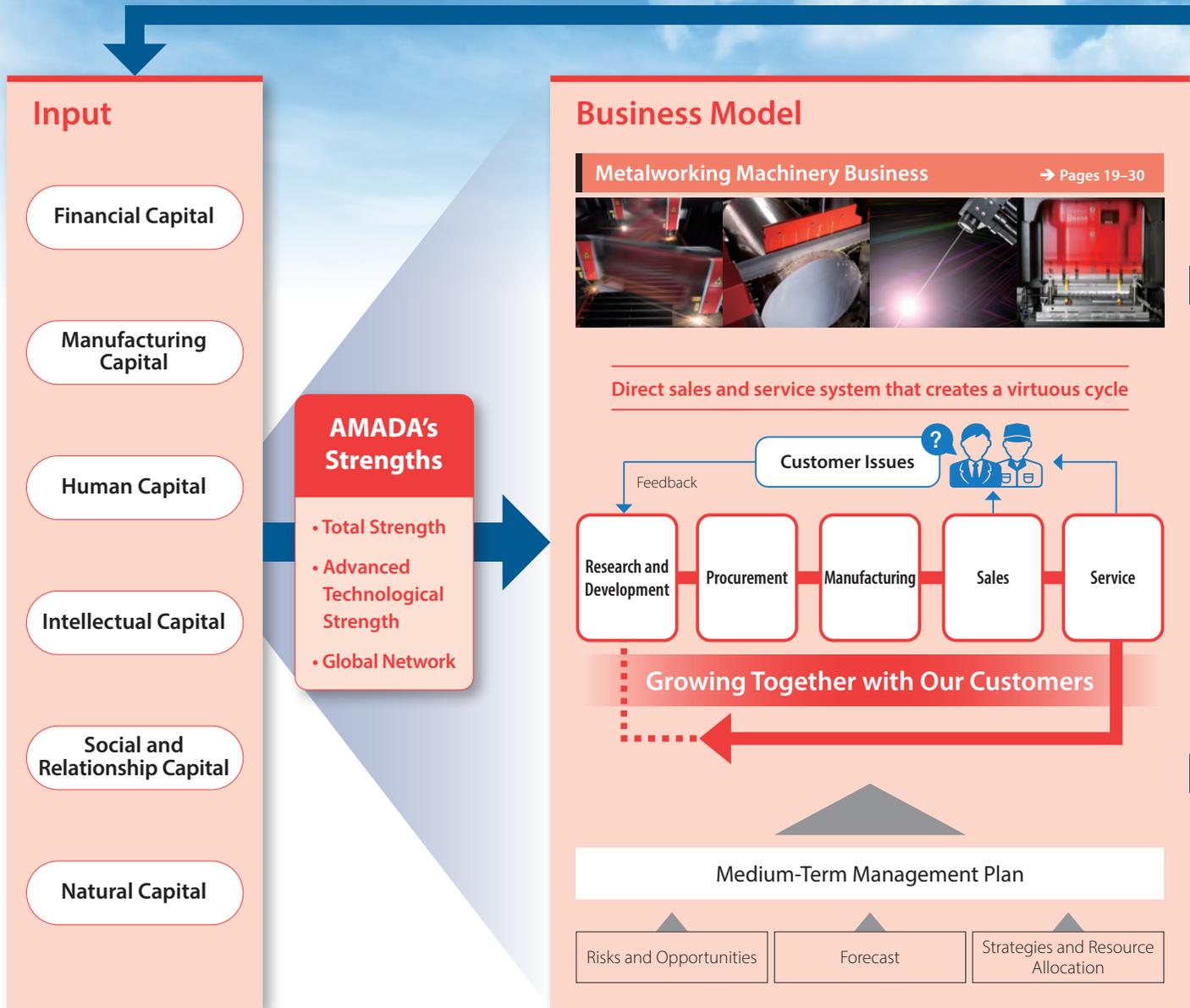
1
Growing together with our customers

2
Contribute to the international community through our business

Solve the issues of society, customers, and AMADA

Respond to aging society and labor shortage in developed countries

Respond to innovations in digital technology



3
Develop human resources who pursue creative and challenging activities

4
Conduct sound corporate activities based on high ethics and fairness

5
Take good care of people and the earth's environment

Respond to changes in people's values

Respond to climate change and natural disasters

Outcome

■ Enhancement of AMADA's Value

Financial Value

- Revenue
- Operating profit
- ROE (%)

Nonfinancial Value

- The environment →Page 37
- Society →Page 39

■ Sharing of Values with Stakeholders

- Customers, employees, suppliers, investors, and the local community →Page 39

■ Environmental Burden as an Outcome

- Greenhouse gases
- Industrial waste
- Wastewater, etc.

Initiatives aimed at reduction →Page 37

Output

■ Products and Services That Support the Creation of Customer Values

AMADA Products

- Machines for processing metal
- Automation systems
- Software



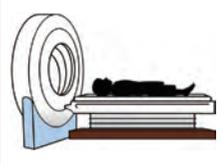
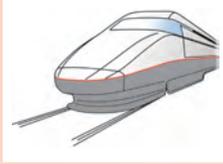
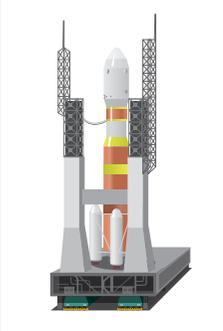
AMADA Services

- Machine maintenance
- IoT solutions
- Tools used in conjunction with machines, including molds and blades



Contribution to the Development of Society Through Customers' Products

→Page 15

Innovation and Challenges

The AMADA Group has always supported the manufacturing of society and its customers as a global manufacturer of metal fabrication machines. We believe that “growing together with our customers,” one of our corporate philosophies that has not changed since the foundation of AMADA, is particularly important and is ingrained in the mindset of each employee. Another corporate philosophy that has remained unchanged is “manufacturing company.” Through manufacturing, we will continue to grow as we strive to make an even greater contribution to our customers and to society through innovation and challenges.

■ Sales/Revenue



1940s

Founded with a single fire-charred lathe



1950s

AMADA develops its first vertical band saw (contour saw) and takes its first step as a machine manufacturer



1960s

Rapidly expands business with first direct sales through demonstration cars in the industry. Expands product lineup



1970s

Develops a globally best-selling turret punch press



1980s

Commercializes laser markers, building the foundation of today's laser technology

FY 1946 1950

1960

1970

1980

1946

Inaugurated enterprise in Takadaminami-cho, Toshima-ku, Tokyo

1953

Reorganizes as AMADA Manufacturing Co., Ltd.

1955

AMADA completes its first vertical band saw (contour saw)

1956

Makes first appearance in an exhibition

1960

Launches direct sales through demonstration cars

1961

Builds Isehara Factory in Isehara town, Naka-gun, Kanagawa Prefecture

1963

TAKUMI TECHNOLOGY RESEARCH CO., LTD. (manufacturer of band saw blades in Ono-shi, Hyogo Prefecture) joins the AMADA Group as a subsidiary

1964

Changes corporate name to AMADA CO., LTD.

Merges with AM TRADING CO., LTD. and TAKUMI TECHNOLOGY RESEARCH CO., LTD. Renames TAKUMI TECHNOLOGY RESEARCH CO., LTD. to Ono Plant

1965

Concludes a Technical Assistance Agreement with USI-CLEARING INDUSTRIAL INC. (U.S.)

Concludes a Technical Assistance Agreement with PROMECAM SISSON-LEHMANN S.A. (France)

1969

Relocates headquarters to Isehara city

1971

Establishes the technology development subsidiary U.S. AMADA LTD. (now AMADA NORTH AMERICA, INC.) in Seattle, Washington, U.S.A.

Develops the LYLA-555 NCT1 turret

punch press, a global best seller

1972

Establishes the sales subsidiary AMADA UNITED KINGDOM LTD. in Birmingham, United Kingdom

Purchases a local machinery trading company in Düsseldorf, Germany, and starts AMADA GmbH

1978

Builds Amada Machine Tool Plaza at the Japanese headquarters (exhibition hall for process demonstrations)

1979

Builds new corporate headquarters building



Since 2020

Develops laser machines equipped with innovative technology.
Opens the way for a new era of lasers



Since 2010

Connects with customers through V-factory, an IoT solution for customers, and realizes the creation of customer benefits



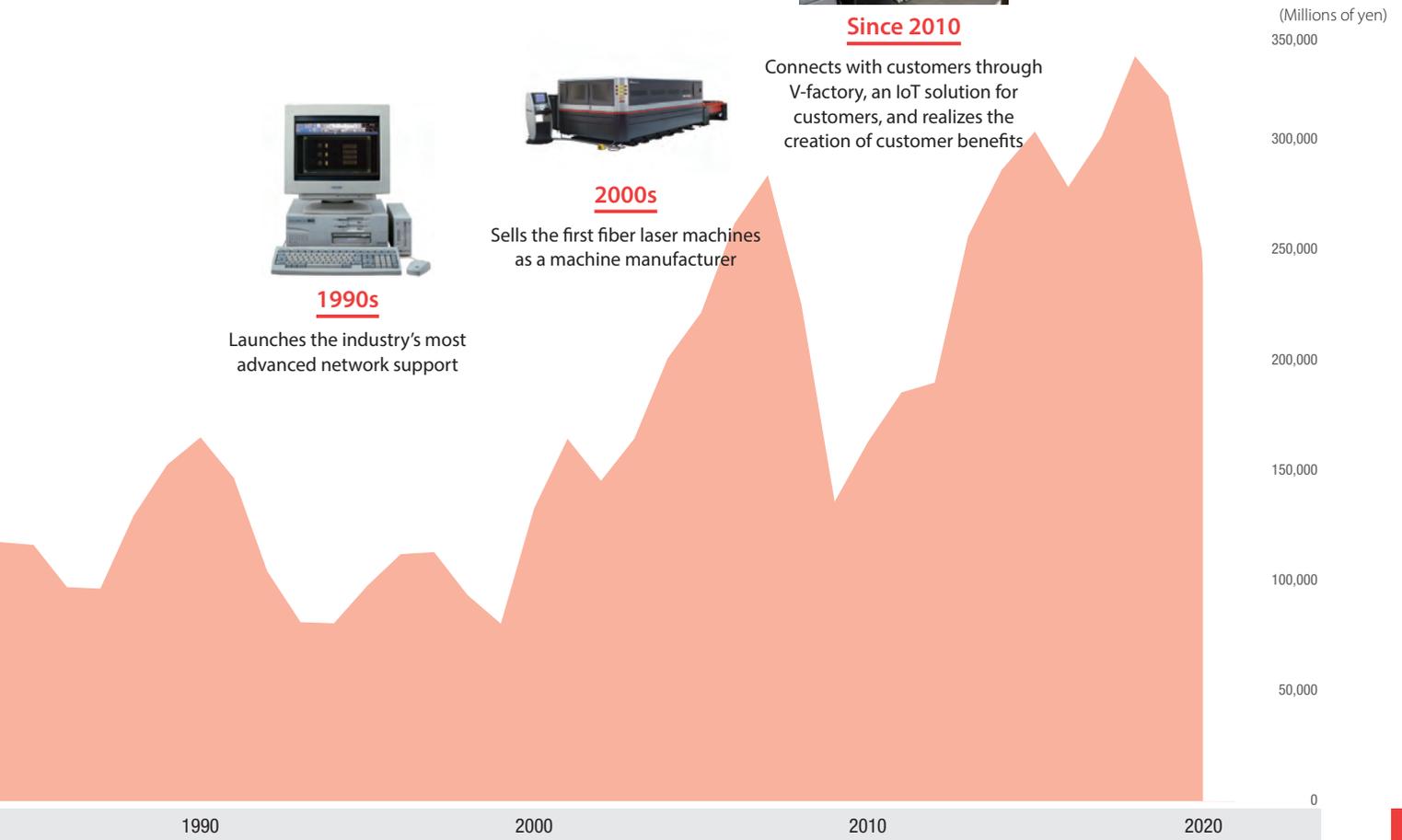
2000s

Sells the first fiber laser machines as a machine manufacturer



1990s

Launches the industry's most advanced network support



1980

Announces the stand-alone laser machine LASMAC, the next revolutionary machine in sheet metal fabrication after the NC turret punch press

1981

SONOIKE MANUFACTURES CO., LTD. establishes US SONOIKE CO., INC. (present AMADA NORTH AMERICA, INC.) in La Mirada, California U.S.A., and starts local production of NC turret punch presses

1987

SONOIKE MANUFACTURES CO., LTD. establishes Fujinomiya Factory (present Fujinomiya Works) in Fujinomiya-shi, Shizuoka Prefecture

1989

WASINO MACHINERY CO., LTD. changes its corporate name to AMADA WASINO CO., LTD.

SONOIKE MANUFACTURES CO., LTD. changes its corporate name to AMADA SONOIKE CO., LTD.

1992

Builds the soft studio house and training house, FORUM 246

Builds Dai-ichi Amada Machine Tool Plaza

1997

Announces first programmable device network system and machine in the sheet metal industry

1998

Isehara Works gains ISO 14001 certification

2004

Announces the Virtual Prototype Simulation System (VPSS)

2007

Establishes the Development Center and the laser factory at Fujinomiya Works

2010

Announces AMADA Group Environmental Declaration

Develops the first fiber laser oscillator as a machine manufacturer and launches the first machine equipped with it

2015

Transitions to a holding company structure and changes name to AMADA HOLDINGS CO., LTD.

2016

Announces V-factory, an IoT solution for customers

2020

AMADA HOLDINGS CO., LTD. merges with AMADA CO., LTD. Changes name to AMADA CO., LTD.

2021

Expands lineup of fiber laser machines, from basic machines to high-end machines

Global Network

Our Presence Around the World

- ◆ AMADA Solution Center
- Regional headquarters
- Other bases
- Revenue in fiscal 2020

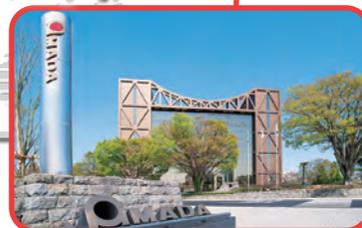
Europe
¥44.8
billion

Japan
¥112.8
billion

Asia
and Others
¥36.8
billion

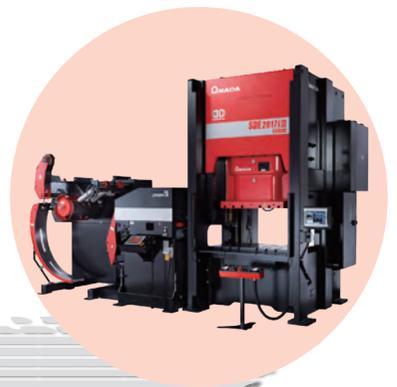


AMADA Solution Center (Haan)



AMADA Solution Center (Isehara)



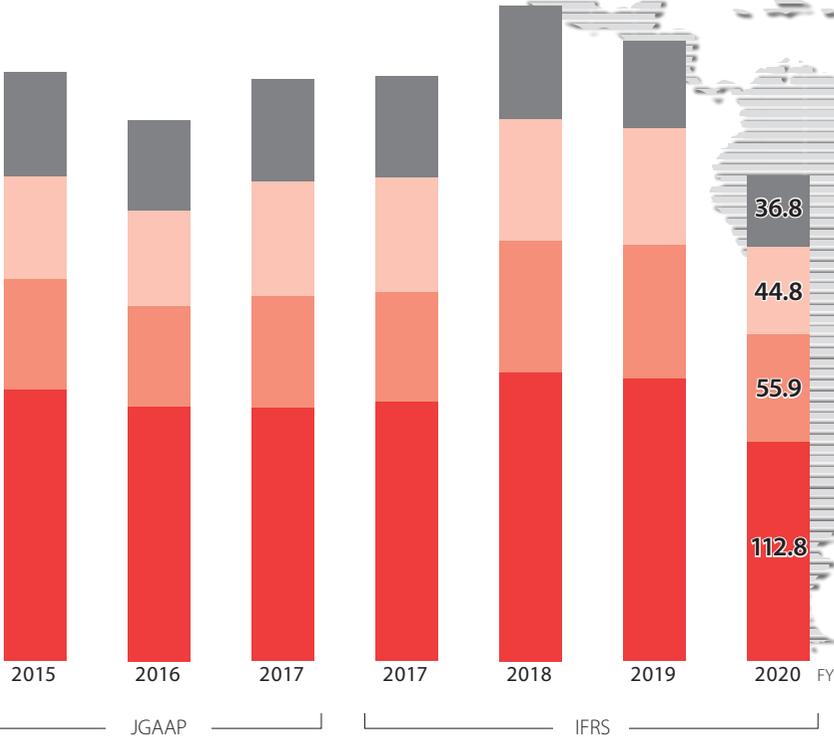


North America
¥55.9
 billion



AMADA Solution Center
 (Schaumburg)

Revenue Trends by Geographical Segment



Billions of yen

- Asia and others
- Europe
- North America
- Japan

Supporting Customers in Manufacturing

AMADA provides machines, tooling, software, and automation equipment for entire sheet metal fabrication processes (blanking, bending, welding, and assembling), and has established a service system that takes advantage of the IoT, supporting customers the world over in their manufacturing operations.

AMADA INNOVATION CENTER

Manufacturing system

Machines are produced by employing a front-loaded development process that involves just-in-time (JIT) procurement of module designed parts that are assembled at "booth-stands," an ideal production system in terms of quality, cost, and delivery (QCD) that results in shorter lead times and high-quality manufacturing.



"Booth-stand" production system



Clean room

Development system

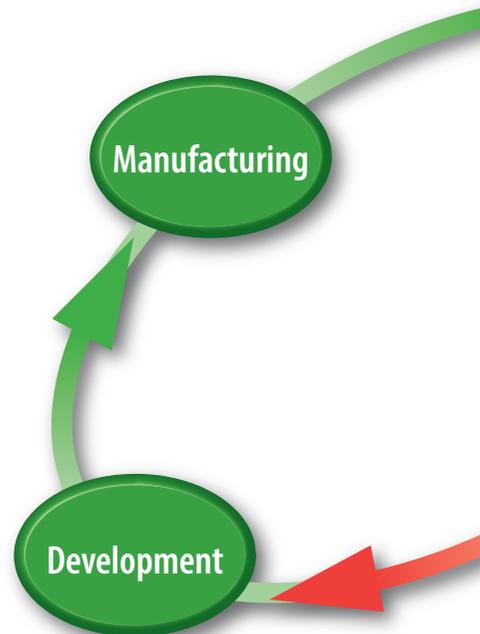
We are constantly developing new technologies. The core and elemental technologies of next-generation machines are developed with state-of-the-art design systems. In addition, module design is performed with the manufacturing process in view.



Innovation room



Development center



Comprehensive Problem Solving Proposal Facilities*

AMADA SOLUTION CENTERS

AMADA solution centers are places where AMADA offers solutions to the problems of customers. These centers act as exhibition and show-room sites to show customers the various products AMADA offers and also as places of "process verification" where AMADA finds the problems of customers, proposes solutions to the problems, and helps the customers to verify the proposed solutions.

I Proposing Customer-Specific Solutions (Process Verification)

With process verification, customers can actually process components using their drawings with AMADA's latest solution pack. With process verification, the effect of introducing our solution packs can be confirmed and measured.



Process verification



Processing of customer's product



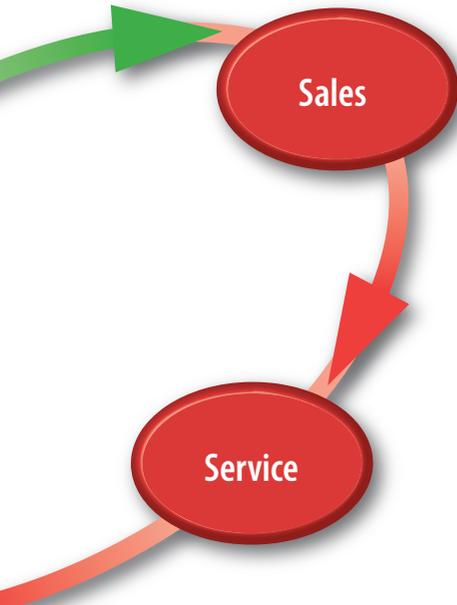
Confirmation of customer proposals

I Organizing Events

At the Amada Machine Tool Plaza, we introduce and propose digital manufacturing to visitors by operating our VPSS (Virtual Prototype Simulation System) in combination with our latest machine tool solutions.

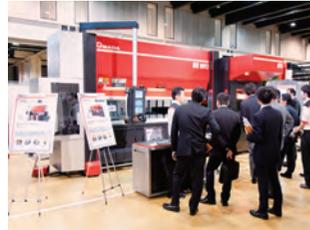


AMADA SOLUTION CENTERS



Sales system

AMADA offers customers solutions for their manufacturing problems as well as engineering proposals by making use of its solution model.



AMADA Solution Center



Process verification

Service system

The AMADA Group has high-quality service capabilities that take advantage of its domestic and overseas networks as well as the IoT and provide dies, software, and peripheral equipment—the tools customers need to process their products.



IoT Support Front



Tooling



Parts Center

AMADA TECHNICAL CENTERS

Bases for Customers

Technical centers serve as bases for improving our technical services function, allowing customers to utilize their data to verify parts processing and to confirm the functions, performance, and operability of AMADA machines in person.



Kansai Technical Center



AMADA SCHOOL



P&P (proposal and presentation) Room

AMADA SATELLITE CENTERS

Closer to Customers

AMADA has opened five satellite centers to bring our services closer to our customers. The customers can see and operate our latest machines to verify their performance at any time or try out our various software offerings and participate in seminars.



Tohoku Satellite Center



Kita Kanto Satellite Center



Chubu Satellite Center



Hokuriku Satellite Center



Kyushu Satellite Center

* We have proposed a limitation on the number of people who can enter facilities and the thorough implementation of COVID-19 infection prevention measures.

AMADA's Technology Used in Familiar Places

Our manufacturing (*monozukuri*) contributes to the *monozukuri* of our customers all over the world, and we recognize that this is linked to the development of local and regional communities and the international community. It is our responsibility, as the AMADA Group, to continually enrich the futures of the people of the world through the metalworking industry.



Here

Here

Here



Here

Here

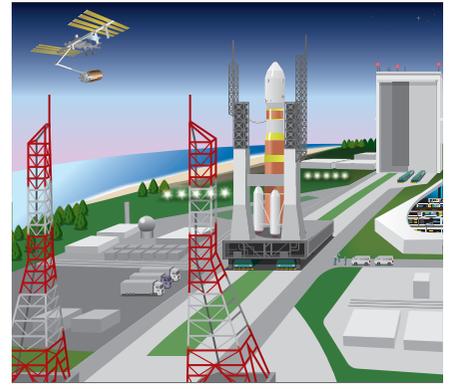




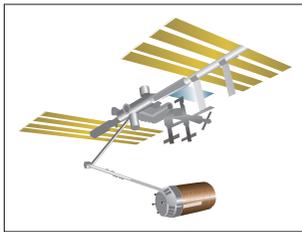
At a train station



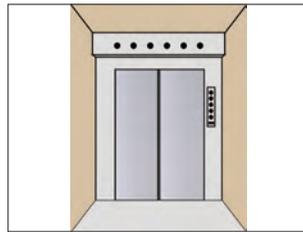
At a convenience store



In the space industry



Man-made satellites



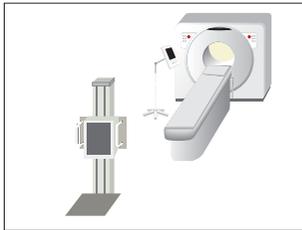
Elevators



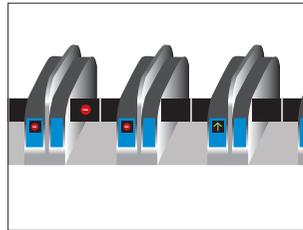
ATMs



Smartphones



X-ray machines and CT scanners



Ticket vending machines



Display cases



Steel framed buildings and other heavy structures

Metal products are made by two main methods.

Metal Sheets

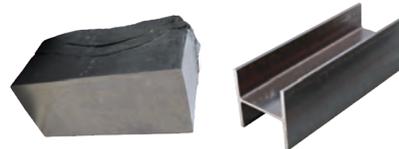


Cutting, punching, bending, and welding of metal sheets (sheet metal fabrication)
Forming of metal sheets (stamping press)

Sheet Metal

Press

Metal Blocks



Drilling and cutting of metal blocks (cutting)
Grinding of metal blocks (grinding)

Cutting

Grinding

The AMADA Group is a group that develops, manufactures, sells, and repairs and maintains machines for fabricating metal **sheets** and **blocks** that are used in metal products found around us.

Performance Highlights

AMADA CO., LTD. and Its Consolidated Subsidiaries
Years ended March 31

Financial Data

	Millions of yen					
	JGAAP		IFRS			2021
	2017	2018	2018	2019	2020	
For the year:						
Revenue	¥278,840	¥300,655	¥301,732	¥338,175	¥320,112	¥250,448
Cost of sales	(155,916)	(169,871)	(169,037)	(191,081)	(186,650)	(151,246)
Gross profit	122,923	130,783	132,694	147,094	133,461	99,201
Selling, general and administrative expenses	(89,993)	(93,183)	(93,749)	(102,534)	(100,187)	(81,547)
Operating profit	33,030	37,965	39,723	45,145	34,682	26,705
Profit before tax	36,219	43,271	40,765	47,742	33,789	28,818
Profit attributable to owners of parent	25,894	29,856	27,094	33,303	23,390	18,564
Comprehensive income	17,119	32,954	30,030	33,395	17,032	30,000
Purchase of property, plant and equipment	15,306	(14,182)	(14,219)	(13,093)	(26,263)	(16,195)
Depreciation and amortization	8,949	10,080	11,554	12,529	16,080	17,146
Research and development costs	7,112	6,838	6,780	7,172	6,789	4,823
At year-end:						
Total equity	¥419,970	¥438,863	¥437,707	¥445,280	¥434,549	¥450,813
Total assets	533,433	557,170	556,104	567,861	558,595	557,298
Per share of common stock (yen):						
Net income —						
Basic	¥70.85	¥81.62	¥74.07	¥91.50	¥65.91	¥53.40
Diluted	70.81	81.61	74.06	91.50	65.91	—
Cash dividends applicable to the year	42.00	42.00	42.00	46.00	48.00	30.00
Sales composition:						
Metalworking Machinery Business	¥229,492	¥249,214	¥249,952	¥272,872	¥257,126	¥203,087
Sheet Metal Division	206,051	223,165	223,905	243,241	228,556	181,965
Micro Welding Division	23,441	26,048	26,047	29,630	28,569	21,122
Metal Machine Tools Business	¥48,056	¥50,118	¥50,359	¥64,269	¥61,750	¥46,176
Cutting Division	31,888	33,762	33,891	38,629	35,916	27,148
Stamping Press Division	9,423	9,383	9,460	17,383	19,241	14,244
Grinding Division	6,744	6,971	7,006	8,257	6,587	4,783
Others	1,291	1,322	1,420	1,033	1,240	1,184
Total	¥278,840	¥300,655	¥301,732	¥338,175	¥320,112	¥250,448

Note:

The Financial Data yen figures are rounded down to millions of yen, except for per share amounts.

Nonfinancial Data

	Unit	Scope of data	2019	2020	2021
CO₂ emissions					
Scope 1	t-CO ₂	Key AMADA Group companies in Japan* ¹	4,797.70	4,743.10	3,634.07
Scope 2	t-CO ₂	Key AMADA Group companies in Japan* ¹	27,825.60	27,072.30	23,826.91
Scope 1 + 2 (intensity)	CO ₂ /sales	Key AMADA Group companies in Japan* ¹	0.852	0.892	1.038
Water					
Amount of wastewater	Thousand m ³	Key AMADA Group companies in Japan* ¹	98.30	96.20	73.66
Resources and waste					
Total waste volume	t	Key AMADA Group companies in Japan* ¹	3,789.00	3,580.40	3,004.41
Recycling rate (zero emission rate)	%	Key AMADA Group companies in Japan* ¹	0.951	0.814	0.566
Human resources/workplace environment					
Employees	People	Consolidated	9,256	9,531	8,906
Number of employees	People	Nonconsolidated* ²	2,602	2,683	2,676
Male employees	People	Nonconsolidated* ²	2,377	2,429	2,401
Female employees	People	Nonconsolidated* ²	225	254	275
Percentage of female employees who are full-time employees	%	Nonconsolidated* ²	6.3	7.3	7.8
Lost-time injury frequency rate		Nonconsolidated* ²	0.71	1.36	0.84
Percentage of employees who take regular health examinations	%	Key AMADA Group operating companies in Japan* ³	100	100	100
Other					
Number of companies with ISO 9001 (quality management system) organization certification	Number	Consolidated	25	27	27

*¹ Key AMADA Group companies in Japan include 15 of the domestic consolidated companies for the fiscal year ended March 31, 2019, 14 companies in the fiscal year ended March 31, 2020, and 11 companies in the fiscal year ended March 31, 2021.

*² "Nonconsolidated" refers to AMADA CO, LTD. However, for the fiscal year ended March 31, 2020 the total value of AMADA HOLDINGS CO, LTD, the holding company at the time, and the company AMADA CO, LTD. is shown.

*³ Applies to four operating companies in Japan

We contribute to the future of the manufacturing industry with the strength of the Group.

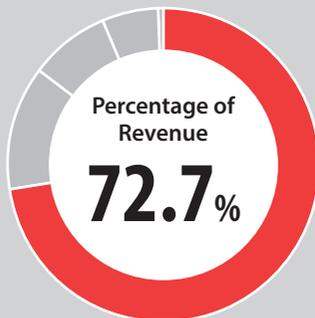
As a global manufacturer of metalworking machinery, the AMADA Group mainly operates in the Sheet Metal Division, the Cutting Division, the Grinding Division, the Precision Micro Welding Division, and the Press Automation Solution Division, among others. AMADA contributes to the future of customers with aspirations in the manufacturing industry by developing differentiated products and offering services attuned to customers' viewpoints.



Sheet Metal Division

- Blanking machines
- Press brakes
- Welders
- Software
- Automation systems

Percentage of Revenue by Division



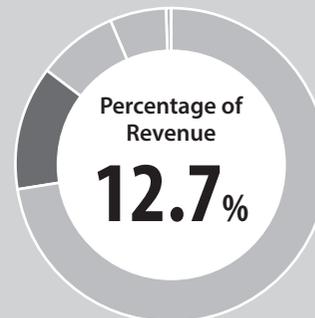
Revenue **¥181.9** billion



Cutting Division and Grinding Division

- Band saw machines
- Structural steel fabrication machines
- Blades
- New material processing machines
- Grinding machines
- Electrical discharge machines
- Shearing machines
- Tapping machines
- Iron workers
- Distribution products

Percentage of Revenue by Division



Revenue **¥31.9** billion

Sheet Metal Division

AMADA CO., LTD.

Micro Welding Division

AMADA WELD TECH CO., LTD.

Overseas AMADA Group Companies

- North American sales companies
- European sales companies
- Other overseas companies

Cutting Division and Grinding Division

AMADA MACHINERY CO., LTD.

Press Automation Solution Division

AMADA PRESS SYSTEM CO., LTD.

AMADA Group Companies in Japan



Micro Welding Division

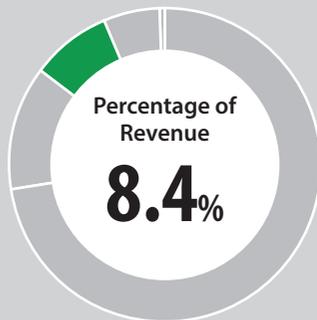
- Laser welders
- Resistance welders
- Laser markers
- Systems



Press Automation Solution Division

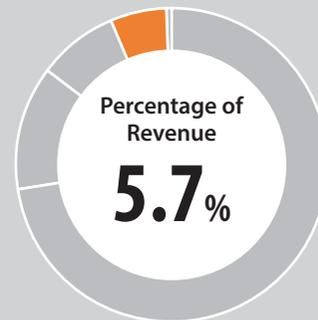
- Stamping press machines
- Press room automation
- Spring machines

Percentage of Revenue by Division



Revenue **¥21.1** billion

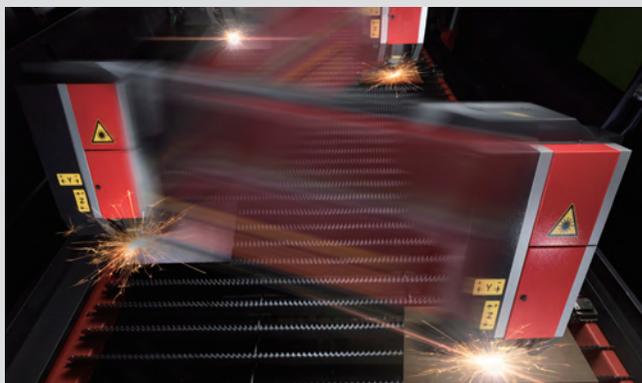
Percentage of Revenue by Division



Revenue **¥14.2** billion

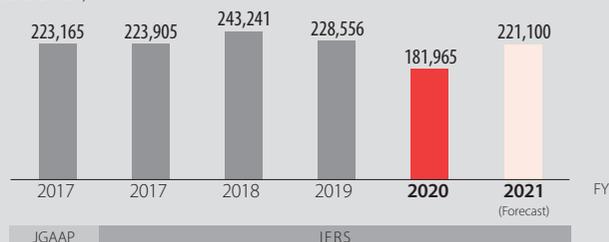
Sheet Metal Division

The Sheet Metal Division provides sheet metal fabrication machines that process metal sheets; consumable goods, including tooling installed in machines; software that runs machines and controls manufacturing processes; and IoT services that manage and carry out maintenance on machines. Sheet metal fabrication is often a series of cutting, drilling, bending, and welding processes. We provide total solutions that support our customers' whole factories as a manufacturer capable of supplying a machine lineup that covers the entire manufacturing process as well as software and IoT services that can comprehensively manage these processes.

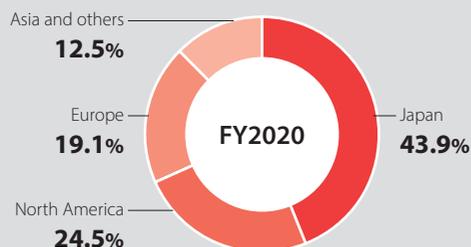


Revenue Trends

(Millions of Yen)



Percentage of Revenue by Geographical Segment



External Environment

Opportunities	Risks
<ul style="list-style-type: none"> • Increase in demand for highly-functional automated products due to a shortage of skilled workers in advanced nations and soaring labor costs in emerging nations • Increase in demand for products that have high productivity, laborsaving ability, automation, and are environmentally friendly due to an increase in the Company's awareness of SDGs • Enhanced productivity due to the promotion of digital transformation (DX) at manufacturing sites • Transition from an emphasis on added value from machines themselves to proposals of solutions for the use of machines and automation systems due to changes in the needs of customers • Further increase in demand for automated factories in a post-COVID-19 environment 	<ul style="list-style-type: none"> • Shrinking of existing sheet metal market and sheet metal fabrication machine market due to the long-term limitations on steel production with a focus on carbon neutrality and rising steel prices • Shrinking of existing sheet metal market and sheet metal fabrication machine market due to the shift from iron to other materials (including nonferrous materials, resin, and carbon fiber) for products • Shrinking of existing sheet metal market and sheet metal fabrication machine market due to changes in the manufacturing process (switching to a new process including 3D printers) • Intensification of competition as a result of expansion into the high-end market due to the enhanced technological strength of local manufacturers in emerging nations

Internal Environment

Strengths	Issues
<ul style="list-style-type: none"> • Top domestic market share and top level of overseas market share • Value provision and product development that meets customer needs through a direct sales and service system • Solutions and product lines that are capable of consistently covering the series of processes in sheet metal fabrication • Environmental contribution and lower running costs through product lines that have high energy-saving efficiency • Provision of products and knowledge that contribute to enhancing customer productivity, laborsaving efforts, automation, and high-quality processes with our high technological strength • Global manufacturing, development, and sales network • Comparatively low sensitivity to the economy amid production facilities due to a customer base that does not rely on specific industries 	<ul style="list-style-type: none"> • Increasing price competitiveness • Product development deeply rooted in global regional needs • Shrinking product supply lead times

■ Business Strategy

Creation of Production Sites Where Anyone Can Play an Active Role through the Three Pillars of Fiber Lasers, Automation, and After-Sales Service

We are actively developing and selling automated products as a resolution to potential issues in the sheet metal market, such as a shortage of workers and a lack of people to take over, and a response to labor-saving manufacturing in the post-COVID-19 era. We are also further increasing our focus on expanding the development and sales of AMADA Eco-Products, such as our mainstay fiber laser products and bending machines, to realize a carbon neutral society. Furthermore, to increase sales in the service and maintenance business, which is a positive development and is less sensitive to economic changes and positively affects machine sales, IoT support contracts have been connected to the sale of operational maintenance and the maximization of machine availability through the IoT.

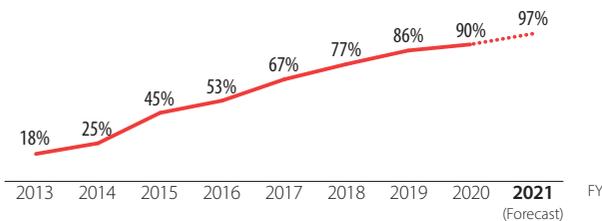
We will also use the technological strength and solution proposal capabilities we have developed with customers in a wide range of industries, as

well as the synergies within the AMADA Group, to capture demand in unexplored markets, such as the steel industry, and in growing markets, such as e-mobility and 5G.

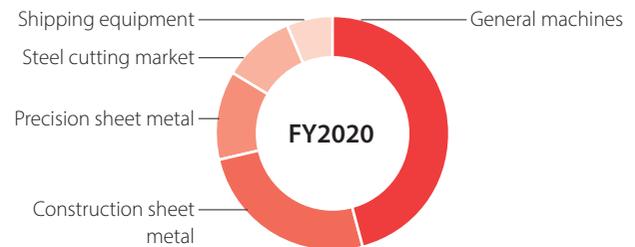
We will create a system for strengthening marketing in each region of the world and carrying out product development that grasps those regionally specific needs based on the basic policies mentioned above.

At the same time, we will make our sales and services that utilize DX and the IoT more efficient. In terms of production, we will promote the creation of sites where we can enhance productivity and diverse workers can actively play a role through manufacturing that utilizes digital technology.

Fiber Laser Machines as a Percentage of Total Sales of Laser Cutting Machines



Ratio of End Products by Customer



Major Products



Fiber laser machine with 3-axis linear drive technology
REGIUS-3015AJ



Won the Minister of Economy, Trade and Industry Award at the 51st Machine Design Awards (IDEA)



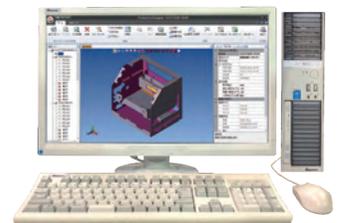
Won the 63rd (2020) Best 10 New Products Award



High-accuracy bending robot system
HG-1003ARs



Fiber laser welding system
FLW-ENSIS



Sheet Metal Engineering System
VPSS 3i

Fusion of Advanced Technologies

REGIUS Changes Laser Processing

The environment surrounding the manufacturing industry has become extremely challenging in recent years due to issues on the front lines in the field of sheet metal fabrication, including the worsening labor shortage and demand for shorter delivery times and reduced costs. The REGIUS-3015AJ is a next-generation fiber laser machine that will solve these issues and is equipped with three advanced technologies: the Laser Integration System, a 3-axis linear drive system, and AMADA's original beam control technology. The fusion of these advanced technologies will help to allow processing with zero downtime, regardless of proficiency level.

Three Advanced Technologies

■ Laser Integration System (Including Options)

New functions that minimize downtime, support stable processing, and prevent machine stoppage

Automatic Inspection



i-Nozzle Checker

Automatic Recovery from Processing Failure



i-Process Monitoring

Automatic Recovery from Machining Head Interference



Easy Operation

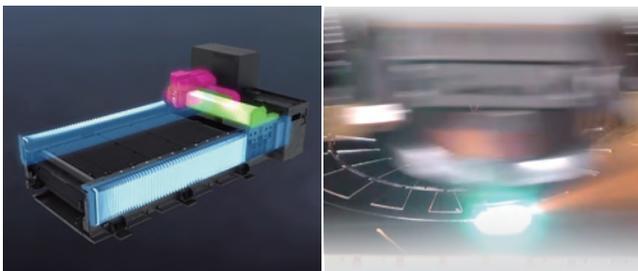


i-Camera Assisted System

■ 3-Axis Linear Drive

Combination of incredible speed and precision processing

Increased acceleration/deceleration of axis movement. The total speed of the actual process becomes faster through a synergistic effect with increased movement speed.

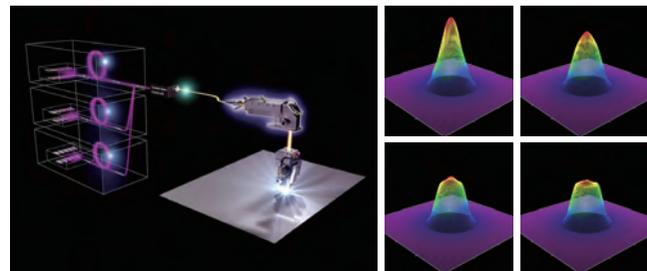


3-axis linear drive

■ AMADA's Original Beam Control Technology

Achievement of high-quality and high-speed stable processing for thin to thick materials

The variable beam control technology creates a beam shape best suited to a material and its thickness. Full-range processing is possible with a single machine.



Beam shape image



Fiber laser machine with 3-axis linear drive technology

REGIUS 3015 AJ

REGIUS means "King" in Latin.

V-factory

Visualization



My V-factory

Visualize machine operation, production, and consumption

- Factory-wide operation status
- Machine work volume (production and operational performance)
- Material and energy use

Visualize machine maintenance and utilization

- Machine condition
- Causes of machine stoppage
- Operational analysis

Oversight



IoT Support Front

Make connections between customer's machines and AMADA and provide machine operational assistance

- Preventative maintenance proposals
- Early recovery support
- Operational improvement proposals



Evolution

AMNC 3i Control Unit

The AMNC 3i control unit supports customers as a highly functional NC unit that can be operated like a smartphone and also functions as a V-factory compatible interface.



Fiber laser machines



High-speed punch/fiber laser combination machines



Bending robot system



Bending machines

Software

Sheet Metal Engineering System VPSS 3i

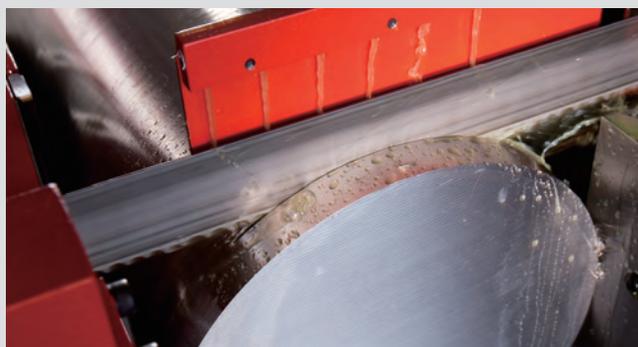
The Sheet Metal Engineering System VPSS 3i developed by AMADA is a program process solution, which functions as the core means for converting a customer factory to a Smart Factory. This system creates ground-breaking results by tracing the manufacturing process from products in their completed forms backwards while digitizing processing know-how at every processing stage.



Cutting Division and Grinding Division

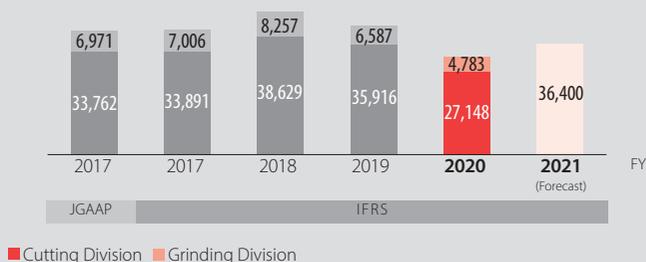
The Cutting Division provides structural steel fabrication machines for cutting and drilling large steel frames; saw blades, which are essential for band saw machines that cut steel materials; and consumable goods, such as processing oil. These are used in the foundations and frameworks of buildings in cities, for infrastructure equipment, and for primary processing in the manufacture of small processed items.

The Grinding Division provides grinding machines that create a clean finish on the surface of metals. These are used in the manufacture of tool & die and mold used in the production of precision mechanical components, such as semiconductor manufacturing equipment

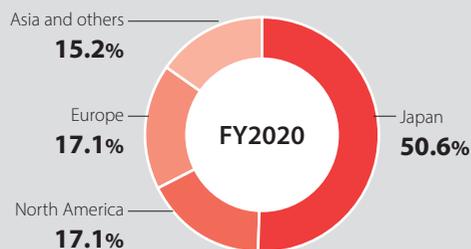


Revenue Trends

(Millions of Yen)



Percentage of Revenue by Geographical Segment



External Environment

Opportunities	Risks
<ul style="list-style-type: none"> • Increase in need for automation and improvements to the work environment due to a decrease in the number of workers in the manufacturing industry and changes in the labor environment • Increase in demand for machines used for mold & die and tools for grinding due to the developing shift to e-mobility and 5G • Increase in demand for products that have high environmental performance, high productivity, labor-saving ability, and automation due to an increase in the Company's awareness of SDGs. • Expanding range of applications for our manufacturing machines due to legal reform and the tightening of laws and regulations 	<ul style="list-style-type: none"> • Shrinking of existing steel cutting market and cutting machine market due to the long-term limitations on steel production with a focus on carbon neutrality and rising steel prices • Slump in demand for infrastructure due to COVID-19 and political instability • Increase in competition due to the enhanced technological strength of Chinese manufacturers and their expansion into European and American markets • Strengthening of export control legislation due to the instability of the international situation

Internal Environment

Strengths	Issues
<ul style="list-style-type: none"> • Leading global market share of cutting band saw machines • Value provision and product development that meets customer needs through a direct sales and service system • Development of and sales system for machines and blades 	<ul style="list-style-type: none"> • Slowdown in growth of domestic markets • Renewal of product range and market launch of counter-competition machines • Improvement of profitability • Restructuring of domestic and overseas production and supply systems

■ Business Strategy

Increase of to Expand Sales Worldwide through the Strength of our Development and Sales System for Globally Unique Machines and Blades

We will expand sales by creating a product range that meets the demands of the next generation, such as automation, laborsaving, and the shift to the IoT.

From a development perspective, we enhance the quality of products and increase the speed of introducing these products to the market based on an integrated system, from development to manufacturing.

From a sales perspective, we develop our business with a clear

differentiation from the competition. In the Cutting Division in particular, we aim to expand sales of our globally unique machines and blades through the strength of our integrated development and sales system.

At the same time, we will take the integration of internal sales companies as an opportunity to restructure and optimize our domestic sales channels.

Integrated Development and Sales System for Blades and Machines

A major strength for the Cutting Division is our globally unique system for the development, manufacture, and sales of both cutting machines and the attached blades.

Through our daily business activities, we collect and amalgamate information on customer materials and manufacturing requirements. Then we develop blades that meet the characteristics of those materials and the manufacturing requirements at our main Ono Factory. We also develop and sell cutting machines that maximize the performance of the blades we develop and add ease of use and functionality, helping to achieve more efficient manufacturing.

Furthermore, this integrated business system means that the sale of machines, which are highly sensitive to economic trends, are underpinned by sales of consumable blades, which are less likely to be significantly affected, enabling the business to operate more stably than competing manufacturers who specialize in machines.

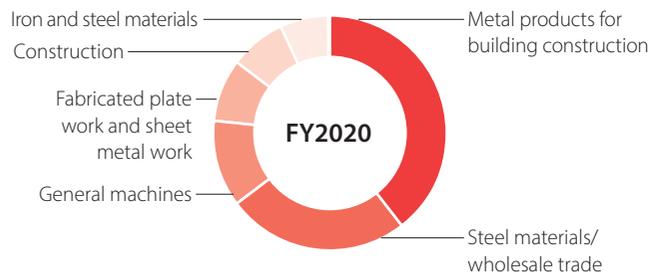
Expansion of Sales Worldwide for the Vertical Tilt-Frame Band Saw

The mainstay product of the well-established American band saw manufacturer Marvel Manufacturing, who joined the AMADA Group in 2018, is the vertical tilt-frame band saw. The Marvel brand boasts a high market share in North America, where cutting machines that are capable of angle cutting iron, steel, and light-weight steel for products, such as building materials, various vehicles, and farming equipment, are used frequently.

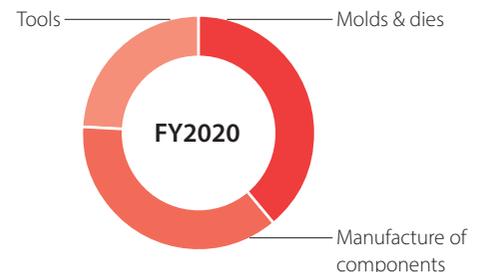
At about the same time that Marvel Manufacturing joined the AMADA Group, a special blade for vertical tilt-frame band saws, developed in Japan, was released. These are mainly sold to customers who are already using vertical tilt-frame band saws in North America.

Additionally, we are promoting the expansion of sales in regions outside of North America by leveraging the AMADA Group's global sales network.

Ratio of End Products by Customer—Cutting Division



Ratio of End Products by Customer—Grinding Division



Major Products



Pulse cutting band saw machine
PCSAW-720



Carbide-tipped circular saw machine
CMII-DG series



Automated line drilling and cutting
combination machine
WS-1000

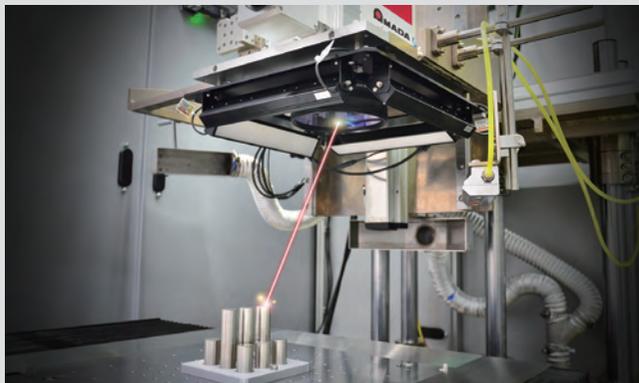


Rotary surface grinder
SSR-5 UP

Micro Welding Division

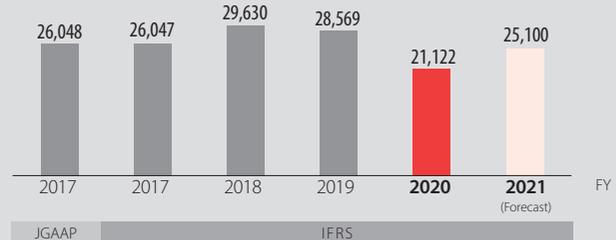
In the Micro Welding Division, we have built a unique position in the world by developing our four main products: laser welders that process various materials, such as metal and resin, laser markers, resistance welders, and system products that combine these machines with conveyor devices. In addition, we provide products such as checkers and monitors that are able to check the quality of welding.

These are widely used in the precise bonding and processing of small, internal parts for familiar products, such as automobiles and smartphones, and high tech products, such as semiconductors and medical equipment.

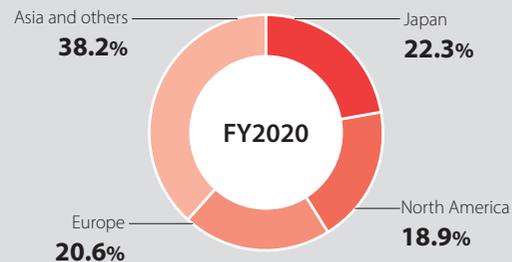


Revenue Trends

(Millions of Yen)



Percentage of Revenue by Geographical Segment



External Environment

Opportunities	Risks
<ul style="list-style-type: none"> • Increase in demand for machines with high energy-saving efficiency and expanding environmental sensor market due to the move toward carbon neutrality in society • Expansion of the micro welding market and micro processing market in areas such as batteries and motors due to the accelerating shift to e-mobility and the progression of CASE • Expansion of the micro welding market and micro processing market with changes including the reinforcement of networks, the miniaturization of parts, and an increase in functionality of terminals due to the arrival of the 5G era • Transition from an emphasis on added value from machines themselves to proposals of solutions for the use of machines and automation systems due to changes in the needs of customers 	<ul style="list-style-type: none"> • Shrinking of existing micro welding markets and micro processing markets due to the shift from metal materials to resin and carbon materials for products • Shrinking of existing micro welding markets and micro processing markets due to changes in the manufacturing process (manufacturing where welding is not necessary) • Intensification of competition as a result of expansion into the high-end market due to the enhanced technological strength of local manufacturers in emerging nations

Internal Environment

Strengths	Issues
<ul style="list-style-type: none"> • Top market share for micro and resistance welding • Value provision and product development that meets customer needs through a direct sales and service system • Value propositions aligned with customers' needs through the best technical proposal knowledge and the ability to propose systematic solutions in the industry • A global sales and after-sales service network 	<ul style="list-style-type: none"> • Sharing of business information and strengthening of service system collaboration on a global basis

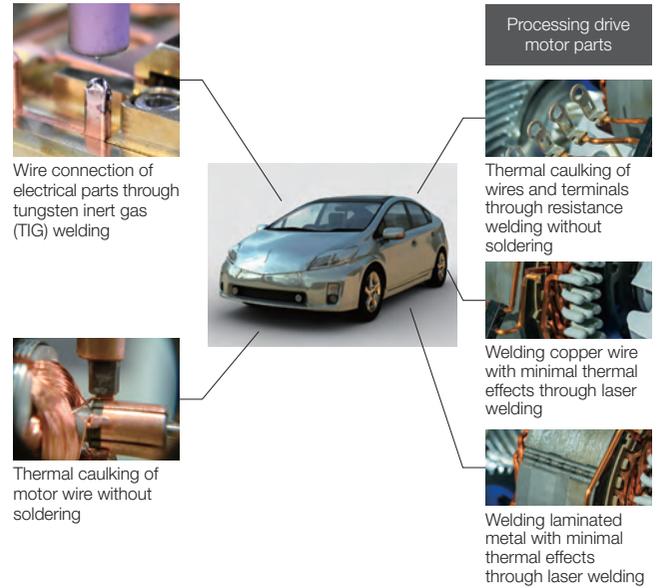
Business Strategy

Promotion of Development and Sales of Our Products to Capture Demand in Growing Markets with a Focus on the E-Mobility and 5G Markets

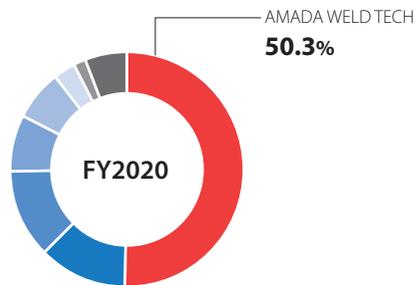
We are further strengthening development aimed at new markets, such as e-mobility and 5G, and growing markets, such as medical devices and precision tools. We actively promote product development that utilizes new technology, including artificial intelligence (AI). Additionally, we are also strengthening our monitoring products that manage processing quality, as well as processing machines, based on changes in customer needs, from hardware to software. Furthermore, we are developing products that are not just processing machines but also integrate peripheral systems.

In terms of sales, we will strengthen systems capable of making technical proposals to customers, develop our strength of proposing optimal systems and solutions at customer processing sites, and further reinforce the points that differentiate us from the competition. We will reinforce Companywide sales capacity by expanding cross-selling between regions on a global scale and sharing information in a closer and timelier manner.

Examples of Applications for Our Machines in Electric Vehicle (EV) and Hybrid Vehicle (HV) Manufacturing

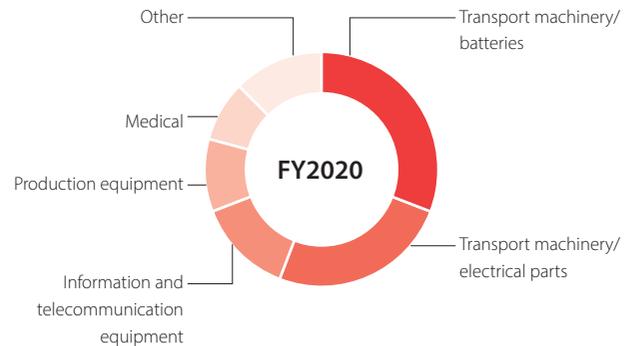


Top Domestic Market Share for Precision Laser Welders



Reference: Shimpo Corporation, *Japan Laser World & Trend (2020/2021)*

Ratio of End Products by Customer



Major Products



Press Automation Solution Division

AMADA PRESS SYSTEM Co., LTD. provides stamping press machines that pressurize materials such as metals to form them into the shape of dies, automated peripheral equipment that supply and transfer materials to the stamping press machines, and spring forming machines that make high-precision springs from metal wire.

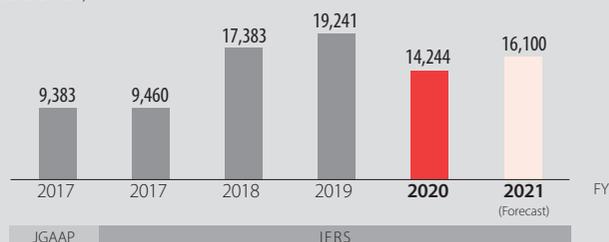
Stamping press machines are used for the manufacture of automobile parts with complex shapes and electronic parts, such as terminals, and peripheral equipment is used in manufacturing from high-precision parts to large-size parts, such as automotive frame components. Manufacturers who handle both stamping press machines and peripheral equipment in one company are rare, and AMADA PRESS SYSTEM is able to demonstrate its superiority in sales and maintenance services, in addition to product development.

Spring machines are used to manufacture parts for stationary, semiconductors, automobiles, and medical equipment. AMADA PRESS SYSTEM's MEC brand is a leading brand with the best technology in the industry, especially in the field of high-precision springs.

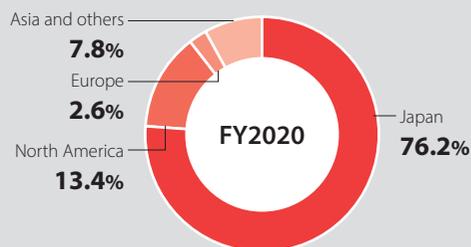


Revenue Trends

(Millions of Yen)



Percentage of Revenue by Geographical Segment



External Environment

Opportunities	Risks
<ul style="list-style-type: none"> • Increase in demand for robots, automation, and laborsaving equipment due to the progressing shortage of workers at production sites • Possibility to begin the shift to e-mobility, develop new markets, and expand existing markets • Increase in demand for machines with high energy-saving performance due to the move toward carbon neutrality • Transition from an emphasis on added value from machines themselves to proposals of solutions for the use of machines and automation systems due to changes in the needs of customers 	<ul style="list-style-type: none"> • Shrinking of the stamping press market due to the further development of high-mix, low-volume production • Further progress in globalization due to changes in regions active in stamping press processing • Changes in the stamping press processing domain due to the shift from metal to other materials, such as resin and carbon fiber, for products

Internal Environment

Strengths	Issues
<ul style="list-style-type: none"> • Top share of the domestic stamping press peripheral equipment market • Leading technological strength in the industry for high-precision spring machines • Differentiation from the competition through the provision of value-added product development that meets customer needs and a high level of service through a direct sales and service system • Development of bulk proposals and synergistic products due to development of automation systems for stamping press machines and peripheral equipment • Reduced setup times, laborsaving, and enhanced productivity due to a highly flexible automated product lineup • Expansion of processing ranges due to the development of new processes used in stamping press machines and spring machines 	<ul style="list-style-type: none"> • High dependence on the automobile industry • Further promotion of overseas businesses • Promotion of developing machines with higher energy-saving performance in the move toward a carbon neutral society • Improvement of profitability

■ Business Strategy

Transition to a Company That Can Provide Optimal Stamping Press Systems Globally by Demonstrating Synergies between Each Product

We carry out the development, manufacture, sales, and service of products that leverage our ability to offer integrated automation systems for stamping press processing as a leading industry manufacturer that handles both stamping press machines and peripheral equipment in one company. We will also increase our presence in the global stamping press market. The proposal of automation systems that meet customers' needs, led by a tandem press line that flexibly responds to the relocation of manufacturing bases, will lead to further expansion of sales. Furthermore, we will expand the possibilities of applied processing through the active development of new processes using our products.

The spring forming machine department carries out the development, manufacture, sales, and service of products that leverage their technological capabilities to produce high-precision and diverse shapes. We will expand into the EV market, including copper wire processing, and the medical equipment industry market.

The Press Automation Solution Division will strengthen the domestic and overseas sales and service systems by collaborating with other divisions and further enhance the strength of our service capabilities. Additionally, we will enhance our overseas revenue by simultaneously developing global and local markets and creating an on-demand delivery system.

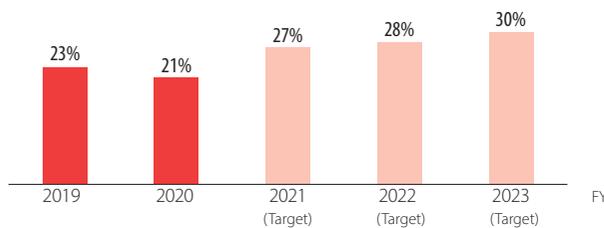
Automated Processing Line That Combines Stamping Press Machines and Peripheral Equipment—Tandem Press Lines

Tandem press lines are automated processing lines that combine small stamping press machines and workpiece transfer robots. In contrast to a large stamping press machine, these machines have a low initial installation cost, respond flexibly to changes to manufactured products, and can be relocated to other sites with ease.

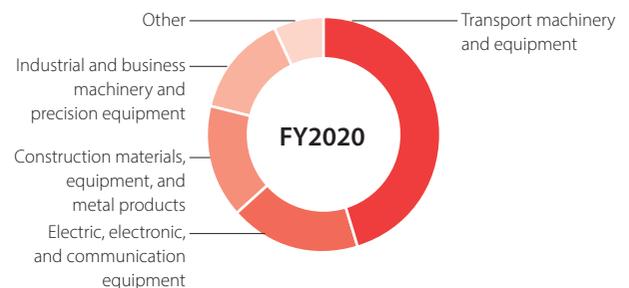


Stamping press machines and workpiece transfer robots

Ratio of Sales of Stamping Press Machine Fitted with Automated Equipment (Unit Sales)



FY2020 Orders Received by Industry in Japan



Major Products



Automation system for progressive stamping press production
ALFAS



Digital AC servo press
SWE-6040iIII



Straightener-feeder
LCC PM2 Series



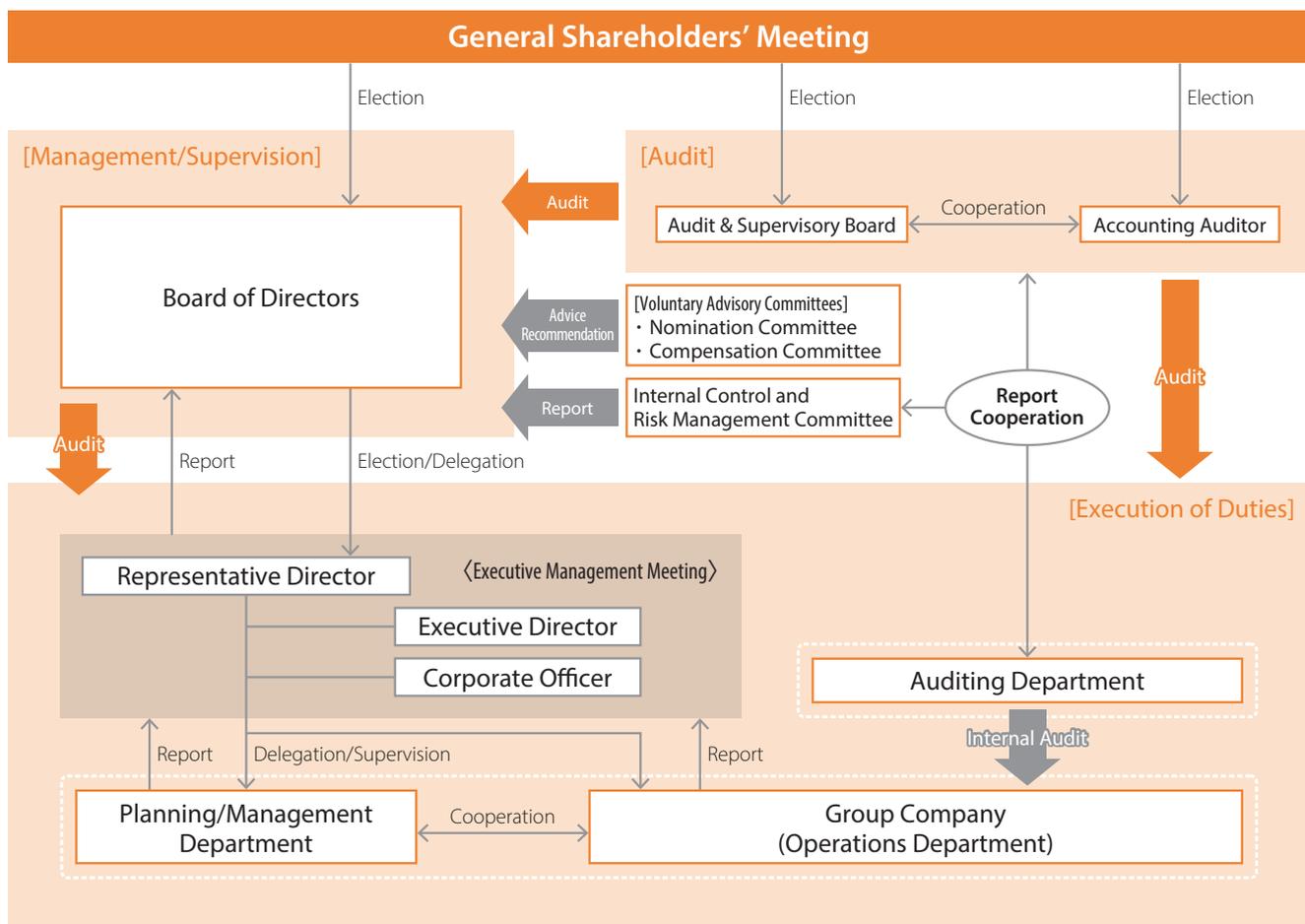
2-point coiling spring machine for guide wire processing
SH-3AG

BASIC POLICY

At the Company, we believe that sound corporate activities based upon high ethical standards and fairness make up a crucial part of our business philosophy, and thus we shall endeavor to strengthen corporate governance according to the principles stated below, ensuring transparency and compliance across our management and operations as our fundamental objective:

- 1 Strive to protect shareholders' rights and ensure the equitable treatment of all shareholders
- 2 Strive to appropriately collaborate with stakeholders other than shareholders
- 3 Strive to ensure proper disclosure and transparency of information
- 4 Strive to have the Board of Directors appropriately fulfill its roles and responsibilities, reflecting upon fiduciary duty and accountability to the shareholders
- 5 Strive to have constructive dialogue with shareholders

Chart of Corporate Governance Structure



Board of Directors and Directors

The Board of Directors limits the number of directors to a maximum of 10 as stipulated in the Articles of Incorporation. The Board currently comprises eight directors, including three external directors, all of whom are independent officers. In order to reinforce management decision-making and supervisory functions by incorporating an outside perspective, the Board of Directors shall have at least two independent external directors with independence and neutrality. In light of the need to make effective use of the independent external directors, we have appointed three independent external directors since the adoption of a resolution by the 78th ordinary general meeting of shareholders held on June 28, 2016.

The Board of Directors makes decisions on matters stipulated by laws and regulations and other important matters related to general management, and is positioned as an entity that oversees business execution. To fulfill this role, Board meetings are held as required in order to make prompt and flexible management decisions.

Furthermore, to increase the functionality and effectiveness of the Board of Directors, management meetings are held in a timely manner. During these meetings, participants deliberate over important matters related to business execution and time is allotted for discussions on a select set of topics.

Audit & Supervisory Board and Audit & Supervisory Board Members

The Company has transitioned to a Company with an Audit & Supervisory Board. As stipulated in the Articles of Incorporation, the number of Audit & Supervisory Board members shall be limited to a maximum of four. At least half of the Audit & Supervisory Board members shall be independent external officers with neutrality and independence. Currently, two of the four members of the Audit & Supervisory Board are independent external officers.

As an organization that is independent from the management, the Audit & Supervisory Board shall audit the execution of duties by directors, corporate officers and other employees, internal control systems, accounting, and the like. To ensure independence and the quality of accounting auditors, the Audit & Supervisory Board shall formulate criteria for proper evaluation of the candidates or incumbent accounting auditors and regularly confirm whether or not they meet the set criteria.

Voluntary Advisory Committees

In April 2020, the Company established the Nomination Committee and Compensation Committee, both of which are chaired by an outside director, to serve as voluntary advisory bodies for the Board of Directors with the purpose of utilizing the knowledge and advice of outside directors and enhancing the independence, objectivity, and accountability of the Board of Directors. Each committee is composed of four members, with three members—over half of each committee—being independent outside directors.

The Nomination Committee deliberates on the appointment and

dismissal of directors, and the Compensation Committee deliberates on the policies and specifics of remuneration and other compensation received by directors and key employees. Both committees provide advice and recommendations to the Board of Directors.

Information Management and Disclosure

At the Company and each Group subsidiary, the responsible person for information handling and the department responsible for information disclosure keep control over and manage important decisions, emerging facts, and information on financial results. This shall be done after they have been viewed by the representative director, each responsible director, or each responsible person. They shall then make decisions on whether such information falls under matters to be disclosed while reflecting on the timely disclosure rules or IR practices, and disclose them, depending on such decision, in a timely manner. Namely, this shall be done after obtaining approval from the Board of Directors for the decisions and information on financial results and after identifying the emerging facts. Information disclosed shall be made available on the Company's website as IR information as soon as possible after the timely disclosure.

Strengthening of Corporate Governance

The Company has appointed three independent external directors following the resolution made at the 78th ordinary general meeting of shareholders held in June 2016 for the purpose of further reinforcing its corporate governance. A director's tenure was shortened from two years to one in order to further clarify management responsibilities during a business year, as well as to increase opportunities for shareholders to participate in a confidence vote. Furthermore, the corporate officer system was introduced with the aim of speeding up the decision-making process and defining operational segregation.

Selection of External Officers

AMADA CO., LTD. (hereinafter referred to as “the Company”) shall set independence standards as below for the purpose of defining standards of independence and consider external directors and external

Audit and Supervisory Board members (hereinafter referred to as “external officers”) as having sufficient independence from the Company if an external officer meets all of the below criteria.

(Reference) Independence Standards for External Officers

AMADA CO., LTD.

1. Those who have not fallen under either of the below cases in the past five years:

- i. A person who is a director, Audit and Supervisory Board member, executive, or employee of a major shareholder (those who hold shares carrying 10% or more of the total voting rights) of the Company;
- ii. A person who is a director, Audit and Supervisory Board member, executive, or employee of a company, one of whose main shareholders is the Company.

2. Those who have not worked for any of the major lenders to the Company and its affiliates (hereinafter referred to as “the Company’s group”) in the past five years.

3. Those who have not worked for a lead underwriter of the Company in the past five years.

4. Those who have not been a director, Audit and Supervisory Board member, executive, or employee of a company that is a major business counterparty of the Company’s group or to whom the Company’s group is a major business counterparty in the past five years.

5. Those who have not been a representative partner, staff member, partner, or employee of an accounting auditor of the Company’s group in the past five years.

6. Those who have not been a certified public accountant, certified public tax accountant, attorney-at-law, or other consultant who receives a large amount of money or other property other than the officer remuneration from the Company’s group in each of the past five years.

7. Those who are not and were not a director (excluding external directors), Audit and Supervisory Board member (excluding external Audit and Supervisory Board members), or employee of the Company’s group.

8. Those who are not a director, Audit and Supervisory Board member, executive, or employee of a company, its parent company, or its subsidiary with whom the Company’s group mutually delegates officers.

9. Those who have not been a director, Audit and Supervisory Board member, executive, or employee of a company with whom the Company cross holds shares within the past five years.

10. Those who do not have a conflict of interest when performing their duties as an external officer, or have an interest that may affect the decisions they make.

11. Those who are not a spouse or relative within the second degree of kinship of a person who falls under any of the following:

- i. A person who is in a position of director, Audit and Supervisory Board member, or executive of the Company’s group or higher;
- ii. A person who has been in a position of director, Audit and Supervisory Board member, or executive of the Company’s group or higher in any of the past five years;
- iii. A person who is restricted to take a position mentioned in the other items

12. Those who have any reasons other than those stated above that interfere with performing duties as an external officer in terms of their independence.

Enacted on December 18, 2015

Directors and Audit and Supervisory Board Members

(As of June 25, 2021)

Directors



Representative Director,
President

Tsutomu Isobe



Director, Executive Advisor

Mitsuo Okamoto



Director, Senior Executive
Officer
Manager in Charge of
Sheet Metal Sales HQ

Toshinori Kurihara



External Director

Michiyoshi Mazuka



Director, Executive Officer
Senior Executive General
Manager of Finance
Department

Kazuhiko Miwa



External Director

Toshitake Chino



Director, Executive Officer
Executive Supervisor of
Sheet Metal Machinery
Development HQ and
Executive Supervisor of
Production HQ

Takaaki Yamanashi



External Director

Hidekazu Miyoshi

Audit and Supervisory Board Members



Auditor

Takaya Shigeta



External Auditor

Akira Takenouchi



Auditor

Kotaro Shibata



External Auditor

Seiji Nishiura

Note: Voluntary Advisory Committee Members

- Nomination Committee: Michiyoshi Mazuka (chair), Tsutomu Isobe, Toshitake Chino, Hidekazu Miyoshi,
- Compensation Committee: Toshitake Chino (chair), Tsutomu Isobe, Michiyoshi Mazuka, Hidekazu Miyoshi,

Basic Policy on Sustainability

Based on its Management Philosophy, Environmental Principles and Policy, and the Corporate Code of Conduct, AMADA Group respects dialogue with all stakeholders including customers, business partners, shareholders and investors, employees, and local communities, and strives to play an active role in building a sustainable society while enhancing corporate value.

1 Address environmental issues through business activities

We will treat people and the global environment with respect by reducing CO₂ emissions, promoting reduction and reuse of waste, and protecting the global environment including biodiversity in all processes. We will also provide environmentally-friendly products and services through our business activities.

2 Respect human rights

We will respect the human rights of all stakeholders, including the socially vulnerable, regardless of individual attributes such as gender or nationality. We will also promote workplaces where diverse employees can work with enthusiasm and create an environment where they can work safely and in good health, both physically and mentally.

3 Develop human resources

As a source of innovation, employees are important management resources. We will develop human resources who pursue creative and challenging activities by developing a personnel system and an education and training system. These systems will enable employees to reach their full potential.

4 Participate in and contribute to local communities

We will play an active role in revitalizing local communities and creating an enriched living environment through our business activities and social contribution activities. This includes cultural activities in the communities where we operate.

5 Establish trust of society

We will ensure strict compliance with all laws and regulations and engage in honest and fair corporate activities, including fair competition, supply of high-quality products, and appropriate disclosure of product and corporate information, while strengthening our management base so management earns a high-level of trust from society.

AMADA Group and the SDGs



The Sustainable Development Goals (commonly known as SDGs), agreed upon at the UN Summit, contain 17 goals to change the world into a better place by 2030.

The corporate philosophy of AMADA Group is to grow together with our customers and employees and contribute to the international community by conducting sound corporate activities. By treating all the people involved in our business and the global environment with respect, we believe that our goals are the same as those set out in the SDGs.

AMADA Group has established this Basic Policy on Sustainability. Based on this, we have clarified key issues that Amada Group should address and initiatives to solve them. Additionally, the Group also decided on eight SDGs to focus on and contribute to through these activities.

Through these activities, AMADA Group will play an active role in building a sustainable society, working to achieve the SDGs and increase corporate value.

AMADA Group's Key Issues	SDG target contributions	AMADA Group's Initiatives
Environment <ul style="list-style-type: none"> Realizing a decarbonized society 		<ul style="list-style-type: none"> Reducing CO₂ emissions from products (in customers' factories) <ul style="list-style-type: none"> Developing energy-saving machines that can reduce CO₂ emissions Developing energy-saving technologies Increasing the product and sales ratios of AMADA Eco Products Reducing CO₂ emissions at business sites and plants <ul style="list-style-type: none"> Introducing energy-saving equipment and promoting utilization of natural energy (LED lighting, solar power generation equipment, etc.) Reducing energy and resource consumption by reducing the number of processes and improving equipment operation (Review materials, construction methods, and construction order, reduce standby power, etc.) Contributing to CO₂ neutrality through forest conservation Monitoring the balance of (CO₂) absorption in a state of environmental conservation
Society <ul style="list-style-type: none"> Creating a rewarding workplace Promoting diversity Developing and training human resources 		<ul style="list-style-type: none"> Promoting personnel systems and measures that provide employees with a sense of job satisfaction Promoting women's active participation Fostering the next generation of human resources
Governance <ul style="list-style-type: none"> Strengthening the management foundation Complying with laws and regulations Business continuity 		<ul style="list-style-type: none"> Strengthening corporate governance systems to earn the trust of society Establishing systems and mechanisms to ensure legal compliance Enabling business operations to continue in response to anticipated risks that strengthen the system

The Environment

The AMADA Group's Environmental Management

In fiscal 2019, the AMADA Group began efforts to calculate indirect greenhouse gas emissions from both the upstream and downstream portions of the supply chain (scope 3 emissions) based on the guidelines put forth by the Ministry of the Environment.*1 These calculations reaffirmed the importance of creating AMADA Eco-Products, which contribute to efficient electricity usage. Going

forward, we will continue our efforts to improve the accuracy of data for scope 3 greenhouse gas emissions that occur as a result of our products.

*1 Ministry of the Environment, "Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain, Ver. 2.3"



Response to Scope 3 Emissions

■ Identify Scope 3 Greenhouse Gas Emissions from Business Activities

Under domestic regulations such as the Act on the Rational Use of Energy, companies have become obligated to manage emissions for GHG (greenhouse house gas) emissions produced directly by the company, scope 1 (fossil fuels, natural gas, etc.), and produced indirectly, scope 2 (electricity, etc.). Scope 3 (other indirect emissions) measures emissions that have previously been outside the range of calculation. This includes emissions across the entire supply chain,

namely those for business activities both upstream and downstream, not just for the company itself.

At the AMADA Group, we believe that visualizing the GHG emissions produced throughout our business activities, including the supply chain, is an important way to reduce CO₂ emissions.

Value Chain	Category	Item	CO ₂ emissions (t-CO ₂)	Percentage
Upstream	1	Purchased products and services	68,310	44.7%
	2	Capital goods	46,007	30.1%
	3	Fuel- and energy-related activities not included in scope 1 and 2	3,952	2.6%
	4	Transportation and delivery (upstream)	2,754	1.8%
	5	Waste generated from operations	5,453	3.6%
	6	Business trips	4,101	2.7%
	7	Employee commuting	2,200	1.4%
	8	Lease assets (upstream)	(outside of range)	—
Downstream	9	Transportation and delivery (downstream)	(outside of range)	—
	10	Processing of sold products	(outside of range)	—
	11	Use of sold products*2	20,002	13.1%
	12	End-of-life treatment of sold products	(outside of range)	—
	13	Lease assets (downstream)	(outside of range)	—
	14	Franchises	(outside of range)	—
	15	Investments	(outside of range)	—
Total			152,779	100%

*2 This chart shows calculations for 15 domestic categories established under scope 3 in fiscal 2020. However, category 11 (use of sold products), is calculated according to our own standards for sheet metal fabrication products and covers domestic sheet metal fabrication products. The percentage of unit sales for sheet metal fabrication products, lasers, multi-functional equipment, welding machines, and tools for punching and bending is 61.4%

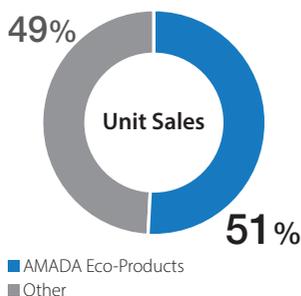
Creation of AMADA Eco-Products

Because the AMADA Group's products are industrial goods, most of their lifecycle CO₂ emissions occur during customer use, which is why the Group believes that developing machines with high energy efficiency (AMADA Eco-Products) is extremely important. By developing numerous AMADA Eco-Products such as fiber laser machines that consume 80% less power than conventional models, as well as combination machines that realize a high level of productivity

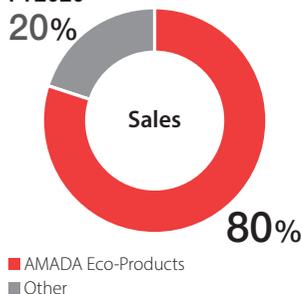
through lower energy consumption and integrated production processes, we have made strides in our efforts to reduce the amount of CO₂ our products emit.

In fiscal 2020, AMADA Eco-Products (specifically machines) accounted for 51% of unit sales and 80% of machine sales. Going forward, we will continue to create and expand sales of these products.

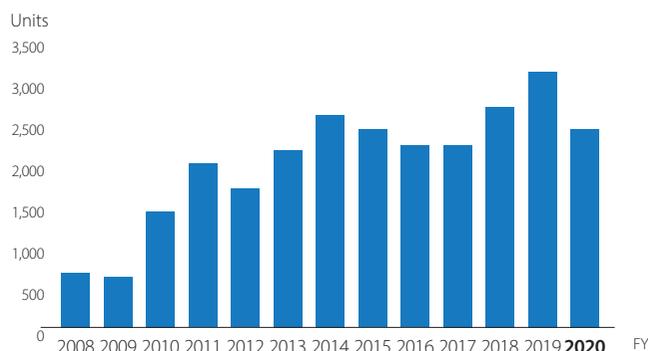
AMADA Eco-Products Unit Sales Ratio for FY2020



AMADA Eco-Products Machine Sales Ratio for FY2020



Total Sales Volume of AMADA Eco-Products



AMADA Eco-Products Sales for FY2020

Products	Unit Sales	Sales (Millions of Yen)
AMADA Eco-Products	2,400	86,373
Other	2,300	21,506
Total	4,700	107,879

New AMADA Eco-Products



Society

The AMADA Group's Human Resources Development

The basis of career development at the AMADA Group is to "develop human resources who pursue creative and challenging activities," as set out in our management philosophy. We aim to develop human resources who will continue to take on the challenge of creating new value and foster a corporate culture where employees can achieve self-fulfillment through their work.

We are making efforts to create a rewarding work environment where employees can maximize their skills and to develop our personnel system and human resources development system.

■ Creation of a Rewarding Work Environment

The AMADA Group believes that creating a work environment that suits its employees' diverse values and life stages, as well as carrying out impartial evaluation and treatment of employees, leads to a rewarding place to work.

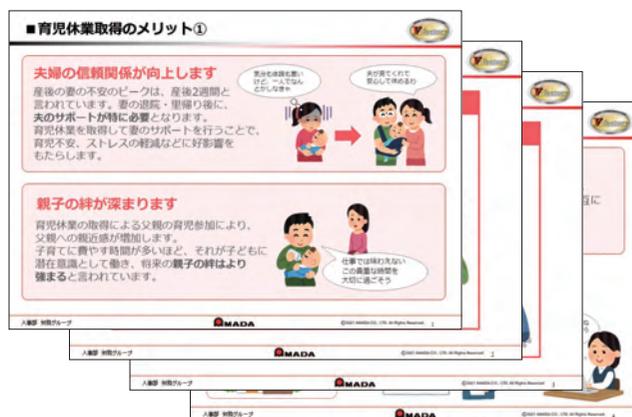
To create work-life balance, we ensure that employees take four days off throughout the year by establishing set days off for paid leave in the first half of the year and implementing personal planned days off, an initiative to increase the paid leave acquisition rate. We periodically check in with supervisors of employees who have not yet taken their five legal paid days off to encourage those employees to do so.

Furthermore, we have created a booklet entitled "Guide for Encouraging Male Employees to Take Childcare Leave," and have begun to use it to inform those who wish to take childcare leave.

We have put in place initiatives to improve the work environment and employees' productivity, and are implementing workstyle reforms to increase the paid leave acquisition rate and increase the childcare leave acquisition rate for male employees so that it is at the same level as female employees.

Regarding human resources development, we are focusing on the development of global human resources in response to the increasing proportion of overseas business and the development of the next generation as we move toward becoming a 100-year company. Furthermore, we are actively promoting workstyle reform through means such as helping employees to balance work and family life, thereby achieving a better work-life balance for our employees, while rolling out a range of personnel initiatives that consider the shrinking labor force, such as promoting diversity.

		Fiscal 2018	Fiscal 2019	Fiscal 2020
Paid leave acquisition rate		50.2%	59.7%	52.5%
Childcare leave acquisition rate	Male	0.0%	14.7%	22.5%
	Female	100.0%	100.0%	100.0%



"Guide for Encouraging Male Employees to Take Childcare Leave"

Interview with a Worker Who Took Paternity Leave

AMADA: Sales Management (Age: 30s)

Because our daycare shut down, I took paternity leave for about a month for my five-month-old child. I didn't hesitate because I had always taken care of my child and done housework, but after actually taking paternity leave and taking care of my child all day long, it made me realize that it is hard work. Some might think taking care of a baby is easy because they are always sleeping, but that is not the case at all. It is actually very time consuming, and often does not leave enough time for housework. However, I feel that it was a very rewarding month.

■ Promotion of Diversity: Career Support for Women

The AMADA Group has recognized supporting women's careers as an important task to be addressed in order to achieve its targets based on the SDGs. In fiscal 2020, 25% of our new graduate employees were female. Going forward, we will continue to actively promote, develop opportunities for, and reinforce recruitment of women.

In fiscal 2020, the percentage of female managers was 1.2%, and we recognize that there is a large gap between this and the expectations of society. As a result, we aim to increase our percentage of female managers by reinforcing career development for female manager candidates and implementing leader development training for young and mid-career employees.



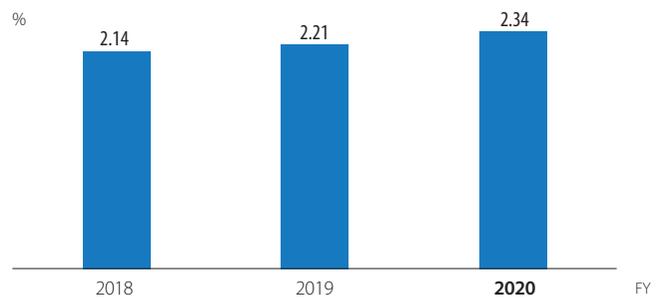
Machine operation by a female employee

■ Promotion of Diversity: Employment of Persons with Disabilities

The AMADA Group launched a special subsidiary company and established the Council for Promoting Employment of Persons with Disabilities with the aim of building a working environment for workers with disabilities to be able to take initiative and be enthusiastic about their work.

The goal of this council is mainly to provide work opportunities for workers with intellectual disabilities in order to expand the field for them to work in, and also to maintain the required number of workers with disabilities. Currently the types of work include cleaning, collecting and delivering mail, and support work at production sites. Going forward, we will continue to expand the opportunities for employees with disabilities and help as many people as possible to become independent.

Employment Rate for Persons with Disabilities



■ Development and Cultivation of Human Resources: Training of the Next Generation

In addition to the globalization of society and the economy, the spread of COVID-19 in 2020 has been further accelerating the speed of technological innovation and corporate change. For AMADA to achieve sustainable growth under these rapid changes to the business environment, it is essential that each AMADA Group employee continues to take on the challenge of creating new value and builds trust with our customers and other stakeholders.

New employees take part in full education and training, from basic education as a businessperson to machine training to learn the basics of manufacturing, and factory training, so that they can smoothly begin work in their assigned position. In addition, we implement career development and training, for aspects such as improving management skills, for mid-career employees that aligns with their life stage.

Regarding COVID-19

The AMADA Group has established a COVID-19 Prevention Headquarters. By ensuring the standardization of responses for when an employee develops a fever or tests positive for COVID-19, we will continue to limit the spread of COVID-19.

The COVID-19 Prevention Headquarters checks the state of infection not just within Japan but also at our sites around the world to ensure that the situation is understood Groupwide. If an employee tests positive within Japan, the headquarters works together with health centers to respond. The headquarters also

identifies those who have been in close contact over a wide area, quickly administers PCR tests, and puts a stop to the spread of infection. Additionally, the headquarters updates and shares the infection control measures for employees on a regular basis to raise awareness of the issue.

Currently, to protect our employees and their families from the threat of COVID-19, we are cooperating with the workplace vaccination program.

Society

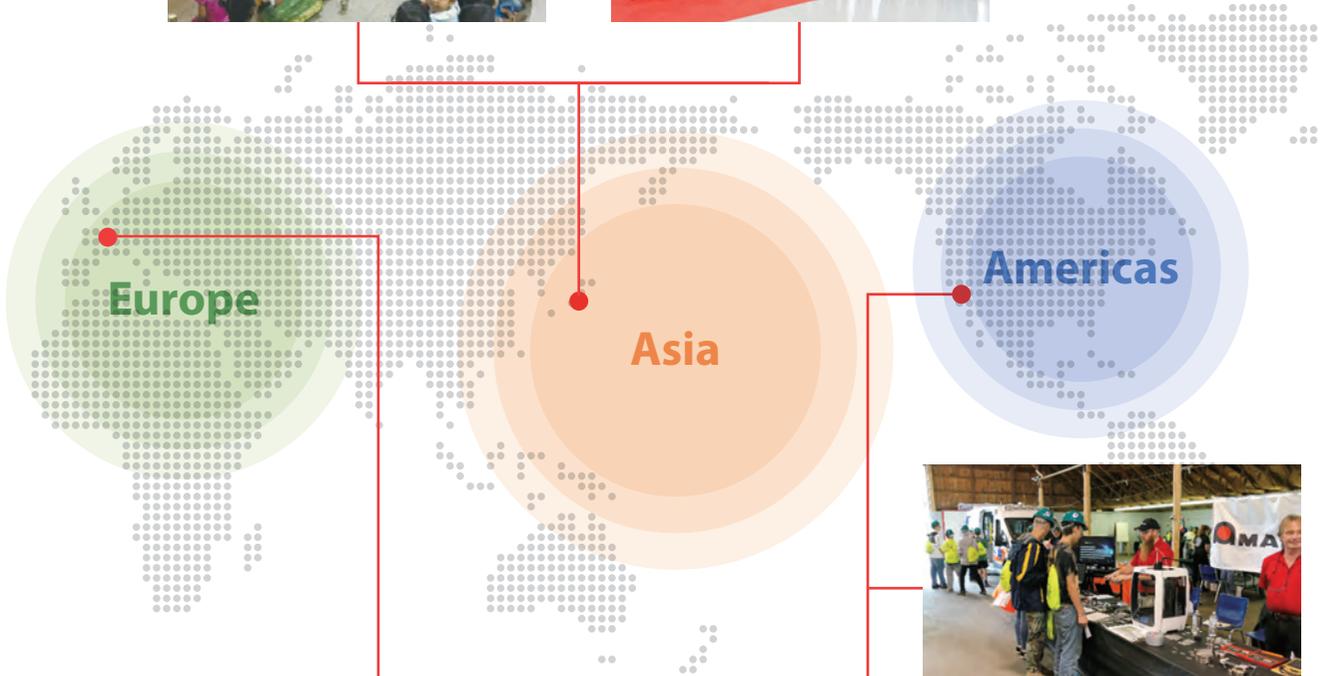
Together with Our Customers

The AMADA Group conducts activities within Japan and worldwide in order to offer industry support and social contributions.

CSR event at a nearby educational facility
AMADA (INDIA) PVT. LTD.



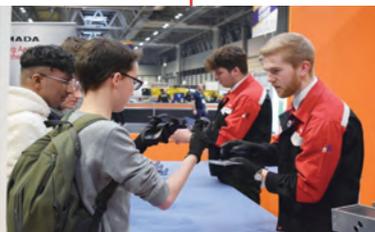
Overseas training of students from a Japanese
technical school
AMADA ASIA PACIFIC CO., LTD. (Thailand)



Supporting regional events for students
AMADA TOOL AMERICA, INC. (USA)



Public tour of the Los Angeles Technical Center
AMADA AMERICA, INC. (USA)



Participation and cooperation with WorldSkills UK
AMADA UNITED KINGDOM LTD. (UK)



Work training for students
AMADA EUROPE S.A. (France)

AMADA SCHOOL

The AMADA SCHOOL was established in 1978 as Japan's first vocational training corporation dedicated to metalworking machinery. As an educational institution, the school leverages AMADA's wealth of technology and cutting-edge facilities. The school is built upon the two pillars of skills education (manufacturing) and support education (personnel development) and teaches students about machines, CAD/CAM operation, and the fundamentals of sheet metal processing. In addition, the school offers preparatory courses for the National Trade Skill Test (factory sheet metal work), both for the theory and practical examinations. The school also provides courses with the goal of supporting human resources development for new employees, administrative staff, and supervisory staff at small- and medium-sized businesses as well as educational Junior Management College (JMC) courses for those progressing to managerial positions.



JMC course for those progressing to managerial positions

Support for Sheet Metal Industry Associations

Sheet metal industry associations are established in each region of Japan by companies involved in the sheet metal processing industry to promote the planning, proposal, implementation, and research of activities for the prosperity and global expansion of member companies. To date, 26 such industry associations have been established in Japan. To help improve the skills of all association member companies, train human resources, and promote industry development, AMADA provides assistance through the industry association secretariats and takes such measures as dispatching lecturers for workshops.



Seminars and other various events

Skill tests

The Precision Sheet Metal Technology Fair

The Precision Sheet Metal Technology Fair is a competition that was established in 1989 by the AMADA SCHOOL to promote the improvement of sheet metal processing technology and skills. We accept applications for products in five categories starting from May every year, and after careful screening, the award ceremony is held in the following March. In March 2021, the award-winning works were announced for the 33rd Precision Sheet Metal Technology Fair. In total, 288 entries were exhibited, of which 98 were submissions from overseas and 190 were submissions from Japan—a record high. Outstanding works received the Minister of Health, Labour and Welfare Award, the Minister of Economy, Trade and Industry Award, the Kanagawa Prefectural Governor's Award, the Japan Vocational Ability Development Association Chairman's Award, the Nikkan Kogyo Shimibun Award, the Japan Society for Technology of Plasticity President's Award, the Overseas Best Award, the Judging Committee's Special Award, and the AMADA Award. Additionally, superior works in the Sheet Metal Parts, Sheet Metal Assembly Parts, Welding Fabrication, and Formative Arts Fabrication categories were awarded the Grand Prize and Second Prize, and, in the Student's Fabrication category, Gold, Silver, and Bronze awards.



The 31st Precision Sheet Metal Technology Fair award ceremony
Note: The 33rd Precision Sheet Metal Technology Fair award ceremony was canceled due to the spread of COVID-19, with the results announced on AMADA's homepage.

The Main Award Winners



Winner of the Minister of Health, Labour and Welfare Award

Winner of the Minister of Economy, Trade and Industry Award

Society

Co-Sponsoring of the Nikkei Hoshi Shinichi Literary Award

The AMADA Group is a co-sponsor of the Nikkei Hoshi Shinichi Literary Award organized by Nikkei Inc. “Demonstrate the full extent of your scientific inventiveness and write a story that will stimulate readers’ hearts and minds”—this is the concept behind the Nikkei Hoshi Shinichi Literary Award. As a company engaging in *monozukuri* (manufacturing), we have continually co-sponsored the award since its inception in order to spread awareness of AMADA’s business activities to a great number of people, including those possessed of scientific understanding.



The Nikkei Hoshi Shinichi Literary Award trophy

Co-Sponsored Local Sports Competitions

The AMADA Group actively co-sponsors local sports competitions. We have co-sponsored the Yokohama Marathon since it was first held in 2015 (the 2020 event was held online). Many of our employees support the marathon by participating as operational volunteers. We also co-sponsor the Ōyama Hiking Marathon held each year (canceled in March 2020) in Isehara City, Kanagawa Prefecture, where AMADA’s head office is located, as well as a number of sports competitions, such as a local *ekiden* road relay race.



Yokohama Marathon

Support of Shonan Bellmare

Since February 2020, the AMADA Group officially supports the professional J. League soccer team Shonan Bellmare as an official club partner for 2020. Shonan Bellmare is a team based in several cities across Kanagawa Prefecture, including Isehara City where the AMADA Group headquarters is located. The Group will support Shonan Bellmare with all the people in the region while taking proactive measures for a rich future and development of the region and society.



Community Cleanup Activities at Various Operation Sites

Our works located in Japan are involved in social contribution activities in cooperation with local organizations. Noda Works participated in the fundraising activities of the Chiba Environment Revitalization Fund sponsored by the Chiba Environment Foundation. The fund is used as a grant for environmental activities to protect Chiba’s nature. Noda Works also participates in river cleanup activities in cooperation with local organizations. In addition, locations including the Fujinomiya Works (Shizuoka Prefecture), the Ono Plant (Hyogo Prefecture), the Miki Plant (Hyogo Prefecture) and the Fukushima Plant (Fukushima Prefecture) carry out regional cleanup activities as well.



Volunteering for local cleaning (Miki Plant)

Communication with Our Suppliers

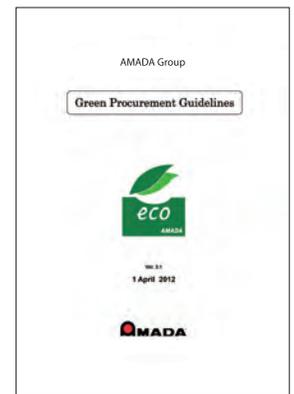
Green Procurement

AMADA positions “green procurement,” procuring materials with low environmental load, as one of its important environmental conservation activities. Our products are not subject to the RoHS directives enforced since July 2006, but we promote the nonuse of RoHS regulated substances due to the fact that the regulated substances may come in contact with our customers’ products that are made with AMADA machines.

■ Our Approach toward Green Procurement

In order to promote green procurement, the AMADA Group is implementing the following approaches.

- (1) Prioritization of business partners who are active in environmental protection activities
 1. Survey and evaluate the environmental protection activities carried out by our business partners
 2. Request for cooperation based on the evaluation results and dealings with priority business partners
- (2) Procurement of materials with little environmental impact (procurement of items that do not use controlled chemical substances)
 1. Survey and evaluate of the environmental impact of procured materials
 2. Select of materials based on evaluation results and prioritize procurement methods
- (3) Compliance with environmental laws



The AMADA Group's Green Procurement Guidelines

Communication with Our Investors

Constructive Dialogue with Shareholders

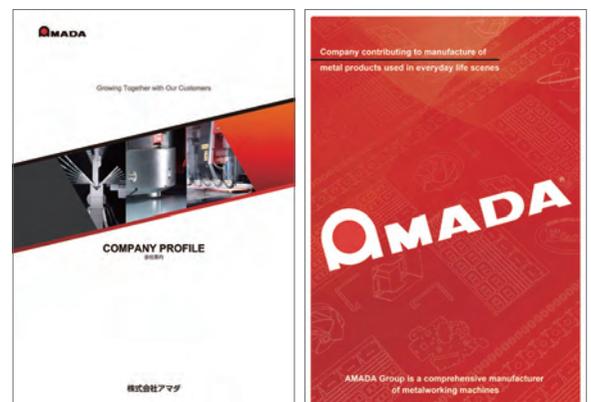
The Company will actively enter into constructive dialogues with shareholders and investors with the aim of sustaining growth and boosting medium- to long-term corporate value. We will strive to further create value by reflecting their opinions and issues presented at such dialogues in our operations to improve our business. We also provide quarterly results briefings and individual interviews and answer the inquiries from individual investors as required in order for them to deepen their understanding of business conditions, details of the business, and strategies of the Company. Upon receiving a request for information disclosure, the Company shall try to do so in a timely, equitable, and active manner, conforming to the Disclosure Policy.



Financial results presentation

Various Tools

The AMADA Group promotes communication with its investors through various tools in addition to its IR website. The Company actively discloses both financial and nonfinancial information through its corporate brochure and its Environmental and Social Report. Going forward, the Company will make concerted efforts to communicate its corporate value in a more comprehensive manner.



Corporate tools

Financial Section

Financial Review

EARNINGS

Over the course of the consolidated fiscal year under review, the spread of COVID-19 caused economic activity to stagnate around the world and corporate earnings deteriorated rapidly, leading to a general slump in capital investment. However, due to the gradual easing of measures, including lockdowns, in the second half of the fiscal year, the widespread use of vaccines, and sustained financial and monetary policies in each country, many local communities have begun to gradually recover. Under this economic environment, the Group is pursuing an aggressive management strategy in view of changes to the business environment post-COVID-19, including the expansion of its product lineup that focuses on lasers and bending, the promotion of automation, and the strengthening of the profit structure through cost reductions and the

reorganization of bases, as well as the strengthening of its after-sales business through V-factory, an IoT solution for customers.

Regarding the consolidated operating results for the fiscal year under review, revenue fell to ¥250,448 million, a decrease of 21.8% year on year. Breaking this down, domestic revenue decreased 22.5% year on year, to ¥112,848 million, and overseas revenue decreased 21.1% year on year, to ¥137,599 million.

Regarding profit and loss, despite cost reductions largely due to lower earnings and gain on sale of fixed assets, operating profit and profit attributable to owners of parent decreased to ¥26,705 million (down 23.0% year on year) and ¥18,564 million (down 20.6% year on year), respectively.

FINANCIAL POSITION

Due to proceeds from sale of marketable securities and other assets, total current assets amounted to ¥307,009 million, up ¥7,671 million from the previous fiscal year and total noncurrent assets amounted to ¥250,288 million, down ¥8,967 million from the previous fiscal year. Total assets amounted to ¥557,298 million, down ¥1,296 million from the previous fiscal year.

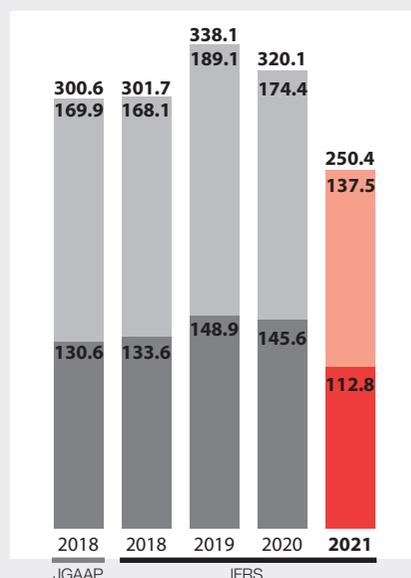
Total liabilities decreased to ¥106,485 million, down ¥17,559 million from the previous fiscal year, mainly due to a fall in trade and

other payables as a result of restrained purchasing. In addition, total equity amounted to ¥450,813 million, up ¥16,263 million, due to the accumulation of retained earnings and an increase in foreign currency translation adjustments resulting from the depreciation of the yen. As a result, ratio of equity attributable to owners of parent increased from 77.2% to 80.2%.

Domestic Revenue and Overseas Revenue

Years ended March 31

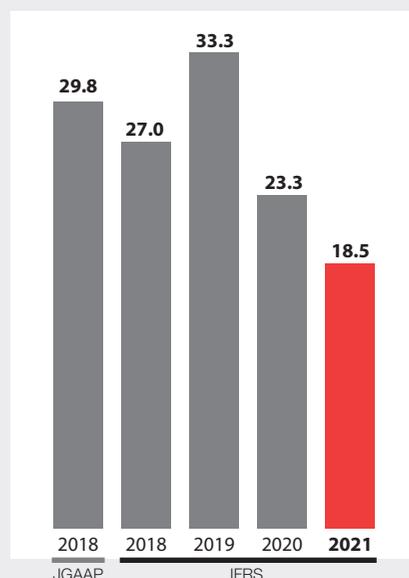
Billions of yen



Profit Attributable to Owners of Parent

Years ended March 31

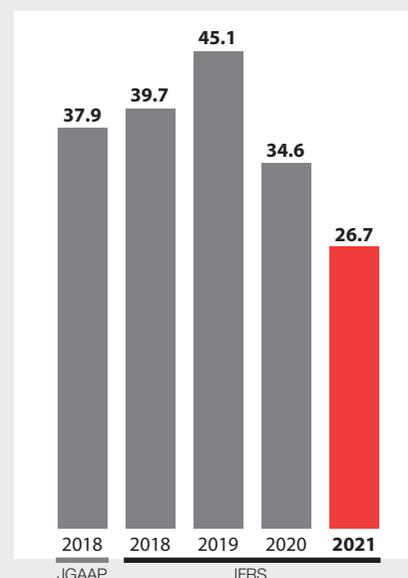
Billions of yen



Operating Profit

Years ended March 31

Billions of yen



Overseas revenue Domestic revenue

CASH FLOWS

Consolidated cash and cash equivalents at end of year amounted to ¥75,868 million, up ¥28,700 million from the previous fiscal year.

CASH FLOWS FROM OPERATING ACTIVITIES

Net cash provided by operating activities totaled ¥57,579 million, up ¥25,124 million from the previous fiscal year. This result mainly reflected a decrease in inventories due to the promotion of stock reduction.

CASH FLOWS FROM INVESTING ACTIVITIES

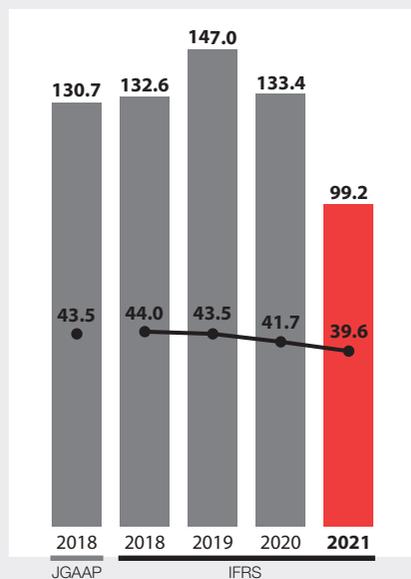
Net cash used in investing activities amounted to ¥8,727 million, a decrease of ¥12,217 million compared with the previous fiscal year. The main cause for this decrease was a reduction of new capital investments and the sale of idle assets.

CASH FLOWS FROM FINANCING ACTIVITIES

Net cash used in financing activities amounted to ¥22,896 million, up ¥3,966 million from the previous fiscal year, which was mainly caused by the repayment of short-term borrowings.

Gross Profit and Ratio to Revenue

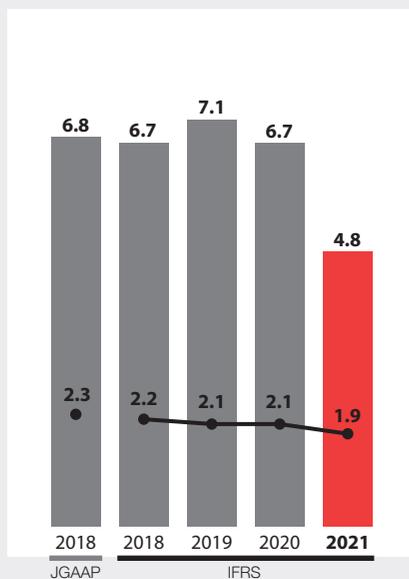
Billions of yen
Years ended March 31
%



■ Gross profit ◆ Ratio to revenue

Research and Development Costs and Ratio to Revenue

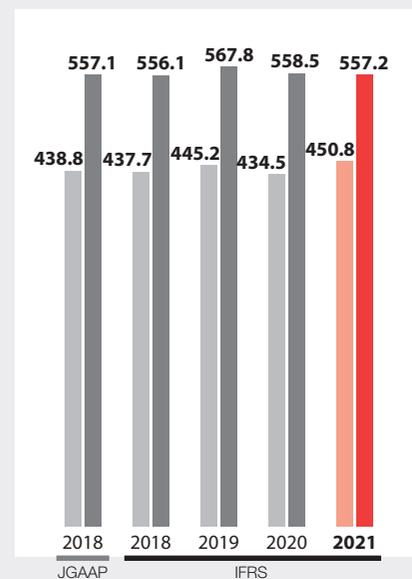
Billions of yen
Years ended March 31
%



■ Research and development costs ◆ Ratio to revenue

Total Equity and Total Assets

Billions of yen
As of March 31



■ Total equity ■ Total assets

Consolidated Financial Statements

Consolidated Statement of Financial Position

AMADA CO., LTD. and Its Consolidated Subsidiaries
March 31, 2021

Assets	Millions of yen		Thousands of U.S. dollars
	2020	2021	2021
Assets			
Current assets			
Cash and cash equivalents	¥ 47,167	¥ 75,868	\$ 685,225
Trade and other receivables	126,058	115,534	1,043,485
Inventories	100,495	81,765	738,490
Other financial assets	15,736	25,679	231,935
Other current assets	9,879	8,161	73,709
Total current assets	299,338	307,009	2,772,845
Noncurrent assets			
Property, plant and equipment	154,907	160,270	1,447,527
Goodwill	5,928	6,067	54,803
Intangible assets	15,009	13,532	122,227
Investments accounted for using the equity method	422	420	3,793
Other financial assets	59,958	54,766	494,638
Deferred tax assets	13,496	6,124	55,319
Other noncurrent assets	9,534	9,106	82,247
Total noncurrent assets	259,256	250,288	2,260,558
Total assets	¥558,595	¥557,298	\$5,033,403

Liabilities and equity	Millions of yen		Thousands of U.S. dollars
	2020	2021	2021
Liabilities			
Current liabilities			
Trade and other payables	¥ 51,745	¥ 42,009	\$ 379,420
Borrowings	16,879	11,220	101,338
Income taxes payable	2,909	2,034	18,371
Other financial liabilities	3,086	3,014	27,222
Provisions	1,712	1,755	15,851
Other current liabilities	23,470	25,085	226,565
Total current liabilities	99,803	85,118	768,770
Noncurrent liabilities			
Borrowings	4,353	3,690	33,334
Other financial liability	10,125	10,127	91,471
Retirement benefit liabilities	3,001	3,072	27,753
Provisions	6	6	62
Deferred tax liabilities	2,651	1,116	10,084
Other noncurrent liabilities	4,103	3,352	30,277
Total noncurrent liabilities	24,242	21,367	192,983
Total liabilities	124,045	106,485	961,754
Equity			
Share capital	54,768	54,768	494,655
Capital surplus	143,884	143,883	1,299,530
Retained earnings	248,515	252,315	2,278,857
Treasury shares	(12,089)	(12,092)	(109,213)
Other components of equity	(3,986)	8,202	74,079
Total equity attributable to owners of parent	431,091	447,077	4,037,908
Noncontrolling interests	3,457	3,735	33,740
Total equity	434,549	450,813	4,071,649
Total liabilities and equity	¥558,595	¥557,298	\$5,033,403

Consolidated Statement of Profit or Loss

AMADA CO., LTD. and Its Consolidated Subsidiaries
Years ended March 31

	Millions of yen		Thousands of U.S. dollars
	2020	2021	2021
Revenue	¥320,112	¥250,448	\$2,261,995
Cost of sales	(186,650)	(151,246)	(1,366,023)
Gross profit	133,461	99,201	895,971
Selling, general and administrative expenses	(100,187)	(81,547)	(736,522)
Other income	2,233	14,150	127,801
Other expenses	(825)	(5,098)	(46,050)
Operating profit	34,682	26,705	241,200
Finance income	1,494	2,942	26,571
Finance costs	(2,717)	(864)	(7,804)
Share of profit of investments accounted for using equity method	330	35	317
Profit before tax	33,789	28,818	260,285
Income tax expense	(10,147)	(10,081)	(91,051)
Profit for the year	23,642	18,737	169,233
Profit attributable to:			
Owners of parent	23,390	18,564	167,671
Noncontrolling interests	251	173	1,562
Profit for the year	¥ 23,642	¥ 18,737	\$ 169,233

	Yen		U.S. dollars
	2020	2021	2021
Earnings per share			
Basic earnings per share	¥65.91	¥53.40	\$0.48
Diluted earnings per share	65.91	—	—

Consolidated Statement of Comprehensive Income

AMADA CO., LTD. and Its Consolidated Subsidiaries
Years ended March 31

	Millions of yen		Thousands of U.S. dollars
	2020	2021	2021
Profit for the year	¥23,642	¥18,737	\$169,233
Other comprehensive income			
Items that will not be reclassified subsequently to profit or loss:			
Remeasurements of defined benefit plans	(976)	(1,231)	(11,118)
Equity financial assets measured at fair value through other comprehensive income	1,534	2,120	19,152
Total of items	557	889	8,033
Items that may be reclassified subsequently to profit or loss:			
Exchange differences on translation of foreign operations	(6,940)	10,178	91,926
Debt financial assets measured at fair value through other comprehensive income	(204)	193	1,748
Share of other comprehensive income of investments accounted for using equity method	(21)	1	11
Total of items	(7,167)	10,373	93,687
Total other comprehensive income	(6,609)	11,262	101,720
Total comprehensive income for the year	¥17,032	¥30,000	\$270,954
Comprehensive income attributable to:			
Owners of parent	16,848	29,546	266,860
Noncontrolling interests	183	453	4,093
Total comprehensive income for the year	¥17,032	¥30,000	\$270,954

Consolidated Statement of Changes in Equity

AMADA CO., LTD. and Its Consolidated Subsidiaries
Years ended March 31

Millions of yen

	Equity attributable to owners of parent											
	Other components of equity								Total	Total	Noncontrolling interests	Total equity
	Share capital	Capital surplus	Retained earnings	Treasury shares	Remeasurements of defined benefit plans	Financial assets measured at fair value through other comprehensive income	Exchange differences on translation of foreign operations	Share of other comprehensive income of investments accounted for using equity method				
Balance at April 1, 2019	¥54,768	¥153,119	¥243,596	¥(11,608)	¥ —	¥ 651	¥ 888	¥15	¥1,555	¥441,431	¥3,848	¥445,280
Profit for the year	—	—	23,390	—	—	—	—	—	—	23,390	251	23,642
Other comprehensive income	—	—	—	—	(978)	1,329	(6,871)	(21)	(6,541)	(6,541)	(67)	(6,609)
Total comprehensive income for the year	—	—	23,390	—	(978)	1,329	(6,871)	(21)	(6,541)	16,848	183	17,032
Dividends	—	—	(17,473)	—	—	—	—	—	—	(17,473)	(127)	(17,600)
Purchase of treasury shares	—	(3)	—	(10,003)	—	—	—	—	—	(10,007)	—	(10,007)
Disposal of treasury shares (including through the exercise of share options)	—	(7)	—	19	—	—	—	—	—	12	—	12
Change in ownership interest of the parent due to transactions with noncontrolling interests	—	(9,502)	—	9,502	—	—	—	—	—	—	—	—
Change due to newly consolidated subsidiaries	—	—	—	—	—	—	—	—	—	—	19	19
Changes in ownership interests in subsidiaries	—	278	—	—	—	—	—	—	—	278	(464)	(185)
Transfer from other components of equity to retained earnings	—	—	(998)	—	978	21	—	—	1,000	1	(1)	—
Total transactions with owners	—	(9,235)	(18,472)	(480)	978	21	—	—	1,000	(27,188)	(574)	(27,762)
Balance at March 31, 2020	¥54,768	¥143,884	¥248,515	¥(12,089)	¥ —	¥2,002	¥(5,982)	¥(5)	¥(3,986)	¥431,091	¥3,457	¥434,549

Millions of yen

	Equity attributable to owners of parent											
	Other components of equity								Total	Total	Noncontrolling interests	Total equity
	Share capital	Capital surplus	Retained earnings	Treasury shares	Remeasurements of defined benefit plans	Financial assets measured at fair value through other comprehensive income	Exchange differences on translation of foreign operations	Share of other comprehensive income of investments accounted for using equity method				
Balance at April 1, 2020	¥54,768	¥143,884	¥248,515	¥(12,089)	¥ —	¥2,002	¥(5,982)	¥(5)	¥(3,986)	¥431,091	¥3,457	¥434,549
Profit for the year	—	—	18,564	—	—	—	—	—	—	18,564	173	18,737
Other comprehensive income	—	—	—	—	(1,231)	2,314	9,898	1	10,982	10,982	280	11,262
Total comprehensive income for the year	—	—	18,564	—	(1,231)	2,314	9,898	1	10,982	29,546	453	30,000
Dividends	—	—	(13,558)	—	—	—	—	—	—	(13,558)	(174)	(13,733)
Purchase of treasury shares	—	—	—	(3)	—	—	—	—	—	(3)	—	(3)
Disposal of treasury shares	—	(0)	—	0	—	—	—	—	—	0	—	0
Transfer from other components of equity to retained earnings	—	—	(1,205)	—	1,231	(25)	—	—	1,206	0	(0)	—
Total transactions with owners	—	(0)	(14,764)	(3)	1,231	(25)	—	—	1,206	(13,561)	(175)	(13,736)
Balance at March 31, 2021	¥54,768	¥143,883	¥252,315	¥(12,092)	¥ —	¥4,291	¥3,915	¥(4)	¥ 8,202	¥447,077	¥3,735	¥450,813

Thousands of U.S. dollars

	Equity attributable to owners of parent											
	Other components of equity							Total	Total	Noncontrolling interests	Total equity	
	Share capital	Capital surplus	Retained earnings	Treasury shares	Remeasurements of defined benefit plans	Financial assets measured at fair value through other comprehensive income	Exchange differences on translation of foreign operations					Share of other comprehensive income of investments accounted for using equity method
Balance at April 1, 2020	\$494,655	\$1,299,530	\$2,244,538	\$(109,186)	\$ —	\$18,084	\$(54,036)	\$(53)	\$(36,005)	\$3,893,533	\$31,229	\$3,924,762
Profit for the year	—	—	167,671	—	—	—	—	—	—	167,671	1,562	169,233
Other comprehensive income	—	—	—	—	(11,123)	20,900	89,400	11	99,189	99,189	2,531	101,720
Total comprehensive income for the year	—	—	167,671	—	(11,123)	20,900	89,400	11	99,189	266,860	4,093	270,954
Dividends	—	—	(122,461)	—	—	—	—	—	—	(122,461)	(1,577)	(124,038)
Purchase of treasury shares	—	—	—	(30)	—	—	—	—	—	(30)	—	(30)
Disposal of treasury shares	—	(0)	—	2	—	—	—	—	—	1	—	1
Transfer from other components of equity to retained earnings	—	—	(10,890)	—	11,123	(228)	—	—	10,895	4	(4)	—
Total transactions with owners	—	(0)	(133,352)	(27)	11,123	(228)	—	—	10,895	(122,484)	(1,582)	(124,067)
Balance at March 31, 2021	\$494,655	\$1,299,530	\$2,278,857	\$(109,213)	\$ —	\$38,756	\$35,364	\$(41)	\$74,079	\$4,037,908	\$33,740	\$4,071,649

Consolidated Statement of Cash Flows

AMADA CO., LTD. and Its Consolidated Subsidiaries
Years ended March 31

	Millions of yen		Thousands of U.S. dollars
	2020	2021	2021
Cash flows from operating activities			
Profit before tax	¥33,789	¥28,818	\$260,285
Depreciation and amortization	16,080	17,146	154,867
Finance income and finance costs	(355)	(1,704)	(15,392)
Share of profit of investments accounted for using equity method	(330)	(35)	(317)
Loss (gain) on sale of fixed assets	50	(9,892)	(89,344)
Decrease (increase) in inventories	(1,387)	22,117	199,764
Decrease (increase) in trade and other receivables	12,318	14,309	129,237
Increase (decrease) in trade and other payables	(13,999)	(9,115)	(82,327)
Increase (decrease) in retirement benefit liability	(1,404)	(1,667)	(15,062)
Increase (decrease) in provisions	(133)	(40)	(366)
Other	3,304	2,499	22,573
Subtotal	47,930	62,437	563,918
Interest received	831	692	6,253
Dividends received	211	180	1,627
Interest paid	(141)	(198)	(1,795)
Income taxes paid	(16,376)	(5,530)	(49,954)
Net cash provided by (used in) operating activities	32,455	57,579	520,049
Cash flows from investing activities			
Net decrease (increase) in time deposits	6,448	59	533
Purchase of marketable securities	(3,000)	(14,000)	(126,445)
Proceeds from sale and maturity of marketable securities	3,809	6,967	62,928
Purchase of investment securities	(3,754)	(144)	(1,306)
Proceeds from sale and maturity of investment securities	7,494	7,369	66,556
Purchase of property, plant and equipment	(26,263)	(16,195)	(146,270)
Proceeds from sale of property, plant and equipment	293	11,080	100,078
Purchase of intangible assets	(5,042)	(3,509)	(31,697)
Payments from purchase of shares of subsidiaries resulting in change in scope of consolidation	(1,058)	—	—
Other	129	(354)	(3,198)
Net cash provided by (used in) investing activities	(20,944)	(8,727)	(78,820)
Cash flows from financing activities			
Proceeds from short-term borrowings	—	616	5,563
Repayments of short-term borrowings	(142)	(611)	(5,527)
Net increase (decrease) in short-term borrowings	13,963	(5,706)	(51,535)
Proceeds from long-term borrowings	11	4,242	38,316
Repayments of long-term borrowings	(2,350)	(4,949)	(44,701)
Repayments of lease obligations	(2,591)	(2,745)	(24,794)
Payments for purchase of treasury shares	(10,003)	(3)	(30)
Dividends paid	(17,514)	(13,564)	(122,514)
Dividends paid to noncontrolling interests	(127)	(174)	(1,577)
Other	(174)	0	2
Net cash provided by (used in) financing activities	(18,929)	(22,896)	(206,798)
Effect of exchange rate changes on cash and cash equivalents	(1,708)	2,744	24,788
Net increase (decrease) in cash and cash equivalents	(9,128)	28,700	259,219
Cash and cash equivalents at beginning of year	56,295	47,167	426,005
Cash and cash equivalents at end of year	¥47,167	¥75,868	\$685,225

The AMADA Group

(As of April 2021)

NETWORK AND BASES IN JAPAN

SALES NETWORK

AMADA CO., LTD.

200, Ishida, Isehara-shi, Kanagawa 259-1196
Tel. +81-463-96-1111
Major Activities: Sales and after-sales service of sheet metal fabrication machines and equipment.

AMADA MACHINERY CO., LTD.

200, Ishida, Isehara-shi, Kanagawa 259-1196
Tel. +81-463-96-3351
Major Activities: Development, manufacture, sales, and after-sales service of metal-cutting machines, grinding machines, general fabrication machines (including shearing machines and deburring machines), and other metal processing tools. Development, manufacture, and sales of band saw blades, cutting equipment and tools, and petroleum products, such as hydraulic oil and oil for cutting machines.

AMADA WELD TECH CO., LTD.

200, Ishida, Isehara-shi, Kanagawa 259-1196
Tel. +81-463-96-3554
Major Activities: Development, manufacture, sales, and maintenance of laser welding equipment, laser marking equipment, resistance welding equipment (welding controls, weld monitoring instruments, welding power suppliers, and peripherals), and systems.

AMADA PRESS SYSTEM CO., LTD.

200, Ishida, Isehara-shi, Kanagawa 259-1196
Tel. +81-463-96-3321
Major Activities: Development, manufacture, sales, and service of stamping presses, press room automation, and spring machines.

MANUFACTURING NETWORK

AMADA CO., LTD. (Fujinomiya Works)

Works: 7020 Kitayama, Fujinomiya-shi, Shizuoka 418-0112
Major Activities: Development, manufacture, sales, and after-sales service of sheet metal fabrication machines and equipment.

AMADA CO., LTD. (Toki Works)

Works: 1431-37 Kitayama, Kujiri, Izumi-cho, Toki-shi, Gifu 509-5142
Major Activities: Development and manufacture of metal cutting machines and equipment and machine tools and equipment.

AMADA AUTOMATION SYSTEMS CO., LTD. (Fukushima Plant)

Plant: 113-1, Hara, Ozawa, Nihonmatsu-shi, Fukushima 969-1513
Major Activities: Manufacture, sales, contract remodeling, maintenance inspection and management, and other after-sales services pertaining to conveyor devices, power transmission devices, automatic control units, and various other equipment.

AMADA MACHINERY CO., LTD. (Ono Plant)

Plant: 56 Hata-cho, Ono-shi, Hyogo 675-1377
Major Activities: Development and manufacture of band saw blades.

AMADA MACHINERY CO., LTD. (Miki Plant)

Plant: 45, Tomoe, Bessho-cho, Miki-shi, Hyogo 673-0443
Major Activities: Manufacture of band saw blades.

AMADA WELD TECH CO., LTD. (Noda Works)

Works: 95-3 Futatsuka, Noda-shi, Chiba 278-0016
Major Activities: Development, design, manufacture, sales, and maintenance of laser welding equipment, laser marking equipment, and resistance welding equipment (welding controls, weld monitoring instruments, welding power supplies, and peripherals).

AMADA TOOL CO., LTD.

Head Office / Plant: 200, Ishida, Isehara-shi, Kanagawa 259-1196
Major Activities: Manufacture and sales of tooling for punching and bending, tooling for hydraulic punch presses, and tooling for peripheral machines.

AMADA PRESS SYSTEM CO., LTD. (Isehara Suzukawa Works)

6, Suzukawa, Isehara-shi, Kanagawa 259-1198
Tel. +81-463-93-0811
Major Activities: Development, manufacture, sales, and service of press room automation equipment.

AMADA PRESS SYSTEM CO., LTD. (Kawaguchi Works)

1-17-24 Kamiaoki Nishi, Kawaguchi-shi, Saitama 333-0845
Tel. +81-48-256-3511
Major Activities: Development, manufacture, sales, and service of spring machines.

ORII SEIKI CO., LTD.

7-4-3, Wakabadai Minami, Tottori-shi, Tottori 689-1112
Tel. +81-857-52-0011
Major Activities: Manufacture of press room automation equipment.

OTHER AFFILIATES

AMADA LEASE CO., LTD.

200, Ishida, Isehara-shi, Kanagawa 259-1196
Tel. +81-463-96-3663
Major Activities: Leasing operation for sheet metal machines, metal cutting machines, and power press machines.

AMADA BUTSURYU CO., LTD.

200, Ishida, Isehara-shi, Kanagawa 259-1196
Tel. +81-463-96-3334
Major Activities: Forwarding and import/export agency for sheet metal machines, metal cutting machines, and power press machines. Used machine distributor for sheet metal machines and metal cutting machines.

FUJINO CLUB CO., LTD.

350, Ishida, Isehara-shi, Kanagawa 259-1116
Tel. +81-463-96-3711
Major Activities: Management of training and hospitality facilities of the AMADA Group.

OVERSEAS NETWORK AND BASES

SALES NETWORK

United States

AMADA NORTH AMERICA, INC.

7025 Firestone Boulevard, Buena Park, CA 90621, U.S.A.

Tel. +1-714-739-2111

Major Activities: Management of local AMADA Group subsidiaries (in North America).

AMADA AMERICA, INC.

7025 Firestone Boulevard, Buena Park, CA 90621, U.S.A.

Tel. +1-714-739-2111

Major Activities: Manufacture, sales, and service of metalworking machines.

AMADA CAPITAL CORPORATION

7025 Firestone Boulevard, Buena Park, CA 90621, U.S.A.

Tel. +1-714-739-2111

Major Activities: Leasing and financing.

AMADA MACHINERY AMERICA, INC.

100 South Puente Street, Brea, CA 92821, U.S.A.

Tel. +1-847-285-4800

Major Activities: Sales and after-sales service of metal cutting machines, grinding machines, and other metal machine tools and equipment. Sales of band saw blades.

AMADA WELD TECH INC.

1820 South Myrtle Avenue, Monrovia CA 91016, U.S.A.

Tel. +1-626-303-5676

Major Activities: Development, manufacture, sales, and maintenance of laser welders, laser markers, and resistance welders.

AMADA PRESS SYSTEM AMERICA INC.

1840 Airport Exchange Blvd. #200 Erlanger, Kentucky, 41018 U.S.A.

Tel. +1-859-746-3318

Major Activities: Sales and service of stamping press, press room automation, and spring machines.

Canada

AMADA CANADA LTD.

155 Admiral Boulevard, Mississauga ON L5T 2T3, Canada

Tel. +1-905-676-9610

Major Activities: Sales and after-sales service of metalworking machines.

Mexico

AMADA de MEXICO, S. de R.L. de C.V.

Avenida TLC 57E Parque Industrial Stiva, Apodaca, NL CP 66626, Mexico

Tel. +52-81-1234-0700

Major Activities: Sales and after-sales service of metalworking machines.

AMADA ORII DE MEXICO, S.A. DE C.V.

Rufino Tamayo No. 11 Int. No. 101 Pueblo Nuevo, El Pueblito, 76900 Corregidora Queretaro, Mexico

Tel. +52-442-225-2849

Major Activities: Sales and service of stamping press machines, press room automation equipment, and spring machines.

Brazil

AMADA DO BRASIL LTDA.

Avenida Tamboré, 855, Tamboré, Barueri – SP CEP 06460-000, Brazil

Tel. +55-11-4134-2320

Major Activities: Sales and after-sales service of metalworking machines.

United Kingdom

AMADA UNITED KINGDOM LTD.

Spennells Valley Road, Kidderminster, Worcestershire, DY10 1XS, United Kingdom

Tel. +44-1562-749-500

Major Activities: Sales and after-sales service of metalworking machines.

AMADA WELD TECH UK LTD.

69 Fred Dannatt Road, Mildenhall, Suffolk, IP28 7RD, United Kingdom

Tel. +44-1638-510-011

Major Activities: Development, manufacture, sales, and after-sales service of laser welders, laser markers, and resistance welders.

Spain

AMADA MAQUINARIA IBERICA SLU

C/Recerca, 5–Esq. C/Imaginacio, 1 Poligono Industrial Gava Business Park, 08850–GAVA, Barcelona, Spain

Tel. +34-93-4742725

Major Activities: Sales and after-sales service of metalworking machines.

Sweden

AMADA SCANDINAVIA AB

Borgens Gata 16-18, SE-441 39 Alingsås, Sweden

Tel. +46-322-20-99-00

Major Activities: Management of local AMADA Group subsidiaries in Scandinavia. Sales and after-sales service of metalworking machines.

Denmark

AMADA DENMARK A/S

Erhvervsbyvej 4, 8700 Horsens, Denmark

Tel. +45-7563-1400

Major Activities: Sales and after-sales service of metalworking machines.

Norway

AMADA NORWAY AS

Myrveien 12, 1430 As, Norway

Tel. +47-6497-3100

Major Activities: Sales and after-sales service of metalworking machines.

Germany

AMADA GmbH

AMADA Allee 1, 42781 Haan, Germany

Tel. +49-2104-21260

Major Activities: Sales and after-sales service of metalworking machines.

AMADA MACHINERY EUROPE GmbH

AMADA Allee 3, 42781 Haan, Germany

Tel. +49-2104-1777-0

Major Activities: Sales and after-sales service of metal cutting machines, grinding machines, and other metal machine tools and equipment. Sales of saw blades.

AMADA WELD TECH GmbH

Lindberghstrasse 1, DE-82178 Puchheim, Germany

Tel. +49-89-83-94-030

Major Activities: Development, manufacture, sales, and after-sales service of laser welders, laser markers, and resistance welders.

Russian Federation

AMADA O.O.O.

Building 1, Volokolamskoe shosse 79 Moscow, 125424, Russian Federation

Tel. +7-495-518-9650

Major Activities: Sales and after-sales service of metalworking machines.

Poland

AMADA Sp. z o.o.

Cholerzyn 467, 32-060 Liszki, Poland

Tel. +48-1237-93185

Major Activities: Sales and after-sales service of metalworking machines.

France

AMADA S.A.

ZI Paris Nord II, 96, Avenue de la Pyramide, 93290 Tremblay-en-France, France

Tel. +33-1-49-90-30-00

Major Activities: Sales and after-sales service of metalworking machines.

Switzerland

AMADA SWISS GmbH

Daettlikonerstrasse 5, CH-8422 Pfungen, Switzerland

Tel. +41-52-304-00-34

Major Activities: Sales and after-sales service of metalworking machines.

Turkey

AMADA TURKEY MAKINA TEKNOLOJİ SANAYİ VE TİCARET LTD. STİ.

İKİTELLİ O.S.B. M.H.AYKOSAN ÇARŞI B BLOK VIP PLAZA DIŞ KAPI NO : 1 İÇ KAPI NO : 27

34490 BAŞAKŞEHİR / İSTANBUL-Türkiye

Tel. +90-212-549-10-70

Major Activities: Sales and after-sales service of metalworking machines.

OVERSEAS NETWORK AND BASES

Italy

AMADA ITALIA S.r.l.

Via AMADA I., 1/3, 29010 Pontenure, Piacenza, Italy
Tel. +39-0523-872111
Major Activities: Sales and after-sales service of metalworking machines.

Netherlands

AMADA WELD TECH B.V.

Schootense Dreef 21 NL-5708 HZ Helmond, The Netherlands
Tel. +31-492-542-225
Major Activities: Development, manufacture, sales, and after-sales service of laser welders, laser markers, and resistance welders.

Hungary

AMADA WELD TECH Kft.

Mester utca 87. HU-1095, Budapest, Hungary
Tel. +36-1-4319927
Major Activities: Manufacture, sales, and after-sales service of laser welders, laser markers, and resistance welders.

South Africa

AMADA JOHANNESBURG BRANCH

225 Albert Amon Road, Millennium Business Park, Meadowdale Ext-7, Johannesburg, Republic of South Africa
Tel. +27-11-453-5459
Major Activities: Sales and after-sales service of metalworking machines.

China

AMADA (CHINA) CO., LTD.

No. 89 Zhuoqing Road, Qingpu District, Shanghai, 201799, China
Tel. +86-21-5985-8222
Major Activities: Management of local AMADA Group subsidiaries in China.

AMADA HONG KONG CO., LTD.

Unit 1101-2, 11/F., Austin Tower, 22-26 Austin Ave., Jordan, Kowloon, Hong Kong, China
Tel. +852-2868-9186
Major Activities: Sales of AMADA products for the Chinese market and international trading.

BEIJING AMADA MACHINE & TOOLING CO., LTD.

8th Floor, Building A, No. 9, Jinghai 6th Road, Beijing Economic and Technological Development Zone, Beijing, 100176, China
Tel. +86-10-6786-9380
Major Activities: Sales and after-sales service of metalworking machines.

AMADA INTERNATIONAL INDUSTRY & TRADING (SHANGHAI) CO., LTD.

No. 89 Zhuoqing Road, Qingpu District, Shanghai, 201799, China
Tel. +86-21-6212-1111
Major Activities: Sale, after-sales service, and trading service of metalworking machines.

AMADA INTERNATIONAL TRADING (SHENZHEN) CO., LTD.

Rooms 801-803, 8th Floor, Talfook Chong, No. 9, Shihua Road, Futian Free Trade Zone, Shenzhen, 518038, China
Tel. +86-755-8358-0011
Major Activities: Sales, after-sales service, and trading service of metalworking machines.

AMADA WELD TECH SHANGHAI CO., LTD.

Unit. 401, 4F, C8, Huaxin Huixiang City, No.77, Hongcao Road, Xuhui District, Shanghai, China
Tel. +86-21-6448-6000
Major Activities: Sales and after-sales service for AMADA WELD TECH products in China.

AMADA ORII HONG KONG CO., LTD.

Flat 5, 14/F., Sunwise Industrial Building, 16-26 Wang Wo Tsai Street, Tsuen Wan, N.T., Hong Kong, China
Tel. +852-3568-9800
Major Activities: Import and export trade of AMADA PRESS SYSTEM products.

AMADA ORII SHANGHAI CO., LTD.

Room 806, No. 3998, Hong Xin Road, Dibao Plaza, Min Hang District, Shanghai 201101, China
Tel. +86-21-6226-8584
Major Activities: Sales and service of stamping press machines, press room automation equipment, and spring machines.

Taiwan

AMADA TAIWAN INC.

No. 21, Wenming Rd., Guishan Dist., Taoyuan City 333, Taiwan (R.O.C.)
Tel. +886-3-328-3511
Major Activities: Sales, after-sales service, and trading service of metalworking machines.

AMADA WELD TECH TAIWAN CO., LTD.

Rm. 5, 2F., No. 9, Dehui St., Zhongshan Dist. Taipei 10461, Taiwan (R.O.C.)
Tel. +886-2-2585-0161
Major Activities: Sales and after-sales service for AMADA WELD TECH products in Taiwan.

Republic of Korea

AMADA KOREA CO., LTD.

12, Harmony-ro 177 beon-gil, Yeonsu-gu, Incheon, 22013, Republic of Korea
Tel. +82-32-821-6010
Major Activities: Sales and after-sales service of metalworking machines.

AMADA WELD TECH KOREA CO., LTD.

28, Dongtanhana 1-gil, Hwaseong-si, Gyeonggi-do, 18423, Republic of Korea
Tel. +82-31-8015-6810
Major Activities: Sales and after-sales service for AMADA WELD TECH products in Korea.

Thailand

AMADA ASIA PACIFIC CO., LTD.

Asia Industrial Estate Suvannabhumi 88/41 Moo 4, Khlongsuan, Bangbo, Samutprakarn 10560, Thailand
Tel. +66-2-170-5988
Major Activities: Management of local AMADA Group subsidiaries in the ASEAN region.

AMADA (THAILAND) CO., LTD.

88/41 Moo 4, Khlongsuan, Bangbo, Samutprakarn 10560, Thailand
Tel. +66-2-170-5900
Major Activities: Sales and after-sales service of metalworking machines, micro welding machines, and metal machine tools.

AMADA ORII (THAILAND) CO., LTD.

88/41 Moo 4, Khlongsuan, Bangbo, Samutprakarn 10560, Thailand
Tel. +66-2-170-5971
Major Activities: Sales and service of press room automation and spring machines.

AMADA PRESS SYSTEM (THAILAND) CO., LTD.

88/41 Moo 4, Khlongsuan, Bangbo, Samutprakarn 10560, Thailand
Tel. +66-2-170-5970
Major Activities: Wholesaling and service of stamping presses, press room automation equipment, and spring machines.

Singapore

AMADA SINGAPORE (1989) PTE. LTD.

100G Pasir Panjang Road, #01-15 Interlocal Centre, Singapore 118523
Tel. +65-6743-6334
Major Activities: Sales and after-sales service of metalworking machines.

AMADA ORII SINGAPORE PTE. LTD.

80 Marine Parade Road #12-03 Parkway Parade Singapore 449269
Tel. +65-6348-8023
Major Activities: Sales and service of stamping presses and press room automation equipment.

Malaysia

AMADA (MALAYSIA) SDN. BHD.

No. 20, Jalan Pendaftar, U1/54, Temasya Industrial Park, Section U1, Glenmarie, 40150 Shah Alam, Selangor Darul Ehsan, Malaysia
Tel. +60-3-5569-6233
Major Activities: Sales and after-sales service of metalworking machines.

Vietnam

AMADA VIETNAM CO., LTD.

469 Ha Huy Tap Road, Yen Vien, Gia Lam, Hanoi, Vietnam
Tel. +84-24-6261-4583
Major Activities: Sales and after-sales service of metalworking machines.

OVERSEAS NETWORK AND BASES

Indonesia

PT. AMADA MACHINERY INDONESIA

Green Sedayu Biz Park Cakung, Unit GS 9/038A
Jl. Cilincing Raya Sisi Timur, Jakarta 13910,
Indonesia
Tel. +62-021-2246-7226
Major Activities: Sales and after-sales service of
metalworking machines.

PT. AMADA ORII INDONESIA

Ruko Trivium Square, Jl. Kemang No. 25, Lippo
Cikarang Bekasi 17550, Indonesia
Tel. +62-21-8991-1481
Major Activities: After-sales service of stamping
press and press room automation.

India

AMADA (INDIA) PVT. LTD.

No. 60, KIADB Bengaluru Aerospace Park,
Singahalli Village, Budigere Post, Bengaluru North
Taluk 562 129, India
Tel. +91-80-7110-0200
Major Activities: Sales and after-sales service of
metalworking machines.

AMADA WELD TECH INDIA PVT., LTD.

G-A Ground Floor, 5C-409, 5th Cross,
Kammanahalli Main Road, HRBR Layout, Kalyan
Nager, Bangalore-560043, India
Tel. +91-80-4092-1749
Major Activities: Sales and after-sales service for
AMADA WELD TECH products in India.

Australia

AMADA OCEANIA PTY LTD.

Unit 7, 16 Lexington Drive, Bella Vista, NSW
2153, Australia
Tel. +61-2-8887-1100
Major Activities: Sales and after-sales service of
metalworking machines.

United Arab Emirates

AMADA MIDDLE EAST FZCO

P.O. Box 18735, XC-8, Jebel Ali Free Zone, Dubai,
United Arab Emirates
Tel. +971-4-883-3744
Major Activities: Sales and after-sales service of
metalworking machines.

MANUFACTURING NETWORK

United States

AMADA AMERICA, INC.

Brea Plant:
100 South Puente Street, Brea, CA 92821, U.S.A.
Tel. +1-714-739-2111
High Point Plant:
3789 Amada Drive, High Point, NC 27265, U.S.A.
Tel. +1-336-646-5384
Major Activities: Manufacture, sales, and after-
sales service of metalworking machines and
machine tools.

AMADA TOOL AMERICA, INC.

4A Treadeasy Avenue, Batavia, NY 14020, U.S.A.
Tel. +1-585-344-3900
Major Activities: Manufacture of dies.

AMADA MARVEL, INC.

3501 Marvel Drive, Oshkosh, WI 54902, U.S.A.
Tel. +1-800-472-9464
Major Activities: Development and manufacture of
cutting machines.

France

AMADA EUROPE S.A.

Charleville-Mézières Plant:
Z.I. Mohon, 24 Rue Camille Didier 08013
Charleville-Mézières, France
Tel. +33-3-24-56-80-90
Château du Loir Plant:
129 Avenue Jean-Jaures 72500 Château-du-Loir,
France
Tel. +33-2-43-38-53-60
Major Activities: Manufacture of metalworking
machines and related after-sales services.

AMADA OUTILLAGE S.A.

Zone Industrielle B.P.35 76720, Auffay, France
Tel. +33-2-32-80-81-00
Major Activities: Manufacture, export, import, and
sales of dies.

Italy

AMADA ENGINEERING EUROPE S.r.l.

Via AMADA I., 1/3, 29010 Pontenure, Piacenza,
Italy
Tel. +39-0523-952811
Major Activities: Sales and after-sales service of
software for metalworking machines.

AMADA INNOVATIVE SOFTWARE EUROPE S.r.l.

Via G. Agnelli, 15, 10026 Santena, Torino, Italy
Tel. +39-011-7412749
Major Activities: Research and development of
software for metalworking machines.

Austria

AMADA AUSTRIA GmbH

Wassergasse 1, A-2630 Ternitz, Austria
Tel. +43-2630-35170
Major Activities: Manufacture of band saw blades
and bending tools.

Finland

AMADA AUTOMATION EUROPE LTD.

Svartrnåshagavägen 7 FIN-68910 Bennäs
Pannainen, Finland
Tel. +358-20-7009-000
Major Activities: Manufacture of sheet metal
machines and peripheral equipment.

China

AMADA SHANGHAI MACHINE TECH CO., LTD.

No. 89 Zhuoqing Road, Qingpu District, Shanghai,
201799, China
Tel. +86-21-6917-1352
Major Activities: Manufacture, sales, and after-
sales service of metalworking machines,
metalworking machine parts, and consumables.

AMADA LIANYUNGANG MACHINERY CO., LTD.

No. 21 Zhenxing Road, Lianyungang Eco. & Tech.
Development Zone, Lianyungang, Jiangsu,
222006, China
Tel. +86-518-8515-1111
Major Activities: Manufacture of band saw blades.

AMADA LIANYUNGANG MACHINE TOOL CO., LTD.

No. 3-2 Songtiao Eco. & Tech. Development
Zone, Lianyungang, Jiangsu, China
Tel. +86-518-8515-1111
Major Activities: Manufacture of band saw blades.

AMADA LIANYUNGANG MACHINE TECH CO., LTD.

No. 117 Qufeng Road, Haizhou Development
Zone, Lianyungang, Jiangsu, China
Tel. +86-518-8591-8369
Major Activities: Manufacture of band saw
machines.

AMADA WELD TECH EQUIPMENT (SHANGHAI) CO., LTD.

No. 400 Xiaonan Rd. Shanghai Fengpu Industrial
Park, Shanghai, China
Tel. +86-21-3365-5353
Major Activities: Development, manufacture, and
after-sales service for AMADA WELD TECH
products.

AMADA ORII GUANGZHOU CO., LTD.

No. 9 South 6 Jianye Road, East Section of
Guangzhou Economic & Technological
Development Dist., Guangzhou City Guangdong,
510530, China
Tel. +86-20-8226-5002
Major Activities: Manufacture and service of press
room automation.

India

AMADA SOFT (INDIA) PVT. LTD.

IITM Research Park, 2nd Floor, MGR Film City
Load, Off Rajiv Gandhi Salai, Taramani, Chennai,
600113, India
Tel. +91-44-6663-0300
Major Activities: Research and development of
software for metalworking machines.

Investor Information

Company Name

AMADA CO., LTD.

Head Office

200, Ishida, Isehara-shi, Kanagawa 259-1196

Phone: +81-463-96-1111

URL: <https://www.amada.co.jp/en/>

Founded

September 10, 1946

Incorporated

May 1, 1948

Number of Shares of Common Stock

(As of March 31, 2021)

Authorized: 550,000,000 shares

Issued: 359,115,217 shares

Number of Shareholders

(As of March 31, 2021)

39,586

Stock Listing

Tokyo Stock Exchange, First Section

Quarterly Stock Price Range on Tokyo Stock Exchange (¥)

	2020				2021	
	1st	2nd	3rd	4th	1st	2nd
High	1,281	1,030	1,069	1,141	1,382	1,265
Low	755	767	707	902	1,083	1,084

Ordinary General Meeting of Shareholders

June

Shareholder Register Administrator

Mizuho Trust & Banking Co., Ltd.

2-8-4, Izumi, Suginami-ku, Tokyo, 168-8507, Japan

Major Shareholders

(As of March 31, 2021)

Shareholder	Shares owned (1,000 shares)	Percent (%)
The Master Trust Bank of Japan, Ltd. (Trust accounts)	45,514	13.09
Custody Bank of Japan, Ltd. (Trust accounts)	26,620	7.66
The AMADA Foundation	9,936	2.86
SMBC Nikko Securities Inc.	8,062	2.32
STANDARD LIFE ASSURANCE LIMITED-PENSION FUNDS	7,889	2.27
Nippon Life Insurance Company	5,894	1.70
THE BANK OF NEW YORK 133972	5,556	1.60
SSBTC CLIENT OMNIBUS ACCOUNT	5,133	1.48
THE BANK OF NEW YORK MELLON 140044	5,064	1.46
STATE STREET BANK WEST CLIENT-TREATY 505234	5,037	1.45

Note: Shareholding percentages have been calculated excluding treasury stock (11,452, 346 shares).



Vegetable Oil Ink
This report was printed using 100% vegetable-based ink containing zero volatile organic compounds (VOCs).



Waterless Printing
This report was printed using a waterless printing process to prevent the emission of hazardous liquids during printing.



AMADA CO., LTD.

200, Ishida, Isehara-shi, Kanagawa 259-1196, Japan

